

Introduction

The Wisconsin Energy Efficiency (WE²) Project is a regional Wisconsin building energy efficiency effort that will launch in the cities of Madison, Milwaukee, and Racine (Partner Cities). Building on previous State and Partner City efforts, WE² will offer residential and commercial property owners in the Cities access to a suite of turnkey energy efficiency services on affordable terms. These energy-saving retrofits will be financed through the Property Assessed Clean Energy (PACE) financing model and an Enhanced Performance Contracting program. Retrofit work will be performed by qualified contractors. The project will deliberately work towards career paths to well-paid work for community residents and labor engagement under a Community Workforce Agreement (CWA). WE² is an innovative program aimed at transforming energy efficiency retrofit markets and building sustainable demand for green jobs, with the potential for replication in other communities. The Partner Cities are pursuing this grant to overcome initial market barriers and achieve the economies of scale necessary for sustainable market transformation.

By pooling resources in a regional partnership, the WE² team will create a larger impact. Both Milwaukee and Madison have signed the U.S. Mayor's Climate Protection Agreement and are U.S. D.O.E. Solar America Cities. Racine was the first city in Wisconsin to implement a PACE financing model for its residents. Many project partners and supporters, including state agencies, academic institutions, workforce development organizations, businesses, construction trade unions, and associations will leverage local resources by providing financial support, analytical resources, job training, and marketing and outreach. Together with these expert partners, the project communities are positioned to build on local momentum and realize the ambitious goals of the WE² Project.

The Cities have authorized the Wisconsin Energy Conservation Corporation (WECC), a non-governmental, not-for-profit (501c3) organization to act on their behalf as the applicant for this proposal. WECC will play a critical role in implementing the proposed program strategy, building on 30 years of experience in designing and administering energy efficiency programs in Wisconsin and many other states.

The team appreciates the opportunity to submit this Topic 1 Retrofit Ramp-up project proposal (Project). The WE² Project Team requests a total grant award of \$65 million. The grant will be administered by the applicant and allocated according to the program design. A Memorandum of Understanding will clearly define the roles and responsibilities of key partners.

1. Project Objectives

As entitlement communities, The Partner Cities' goals for their EECBG programs are focused on reducing greenhouse gas emissions, total energy consumption and creating green jobs. They establish the framework for the WE² Project and the proposed energy efficiency activities.

The overall objectives of the WE² Project are to substantially increase energy savings, create jobs, and reduce carbon emissions by:

- Transforming existing comprehensive energy efficiency building retrofit markets;
- Demonstrating a sustainable funding framework linking statewide and local community energy efficiency efforts to achieve economies of scale and to serve as a "super-aggregator" to sell aggregated energy efficiency savings into emerging carbon allowance and other energy markets;
- Creating a replicable program model; and,
- Establishing a sector-based workforce strategy to link industry training with public/private job creation seeded by ARRA and continued by PACE/local efficiency financing efforts.

The proposed project plan is designed to successfully achieve the project objectives by:

- Implementing geographically targeted programs adequate to overcome existing market barriers in comprehensive retrofit markets in a sustainable manner;
- Partner Cities acting as prominent energy efficiency leaders to promote increased recognition of the multiple benefits of energy efficiency and increase participation;
- Demonstrating the value of effective public-private partnerships at a regional level to create sustainable energy efficiency and the ability to use those savings to fund future efforts;
- Leveraging the PACE model for residential retrofits to overcome first cost barriers;
- Buying down interest rates and using innovative financial tools in performance contracting for commercial, industrial and institutional markets to overcome first cost barriers;
- Deliberately widening opportunities for the under and un-employed, and leveraging local initiatives and workforce development programs, such as the MultiCraft Core Curriculum (MC³) to offer green jobs and sustainable career pathways; and,
- Offering revolving loan funds in underserved small commercial retrofit markets.

The WE² Project objectives and goals are fully consistent with the goals of the FOA for Topic 1 proposals. The WE² Project will offer two programs to achieve these goals: (1) a residential Comprehensive Energy Efficiency Home Retrofit program; and (2) an Enhanced Performance Contracting program for multi-family, commercial, industrial, and public building sectors as well as a small commercial revolving loan fund, which will comply with all ARRA and FOA requirements beyond the grant period. In addition, the WE² Project will pursue the development of a framework for a "super-aggregator" model that would form the basis for broader replication and sustainability.

2. Merit Review Criteria

Criterion 1: Leveraging and Sustainability

- *The extent to which the proposed activity leverages EECBG dollars, especially through innovative and financial and fiscal tools and strategies.*

The primary source of project leverage is ultimately owner contributions, totaling over \$632 million, that pay for the retrofits of their buildings. However, the contributions are accessed through the use of innovative financing mechanisms and incentives to overcome first cost barriers. On the residential side, using the PACE model and the innovative financing capabilities of team member Renewable Funding, or another qualified loan servicing company, will provide that mechanism to overcome first cost barriers. On the commercial/industrial side, performance contracts, various lease options and a revolving loan fund will perform that function. The resources to initially fund these mechanisms come from the Partner Cities, as well as banks and Energy Service Companies (ESCOs). In addition, up-front owner contributions, in kind services, Wisconsin Focus on Energy incentives and utility dollars will be leveraged.

Some of the commercial/industrial projects will have energy savings guarantees that leverage another source of capital. This source actually reduces the risk inherent to both the lender and owner by insuring that the energy savings will be achieved. In addition to the \$632 million in upfront leverage there is an additional block of capital held in reserve by the ESCO's to make good on energy savings shortfalls. A conservative estimate would put this amount at approximately \$60,000,000.

Another source of leverage is the design of the marketing of this project. Significant portions of the outreach will be done by existing partners, ESCO's and city staff. Trade associations will mobilize their personnel to direct their members towards this program. ESCO's will hire engineers, project managers and salespeople to meet the opportunity. And, a community-based approach will leverage localized resources. The EECBG grant is used primarily to cover

program operating costs and fund incentives, such as interest rate buy-downs, a revolving loan fund and small grants to bridge financing gaps.

- *The extent to which the proposed project will create meaningful and sustainable market transformation, particularly after grant monies are exhausted.*

The WE² project team has formed a regional consortium and is applying jointly for grant funding to achieve critical mass in market penetration and economies of scale that have the potential to be replicated and provide the basis for long-term sustainability. When the program achieves its estimated number of comprehensive retrofits, the program will have exponentially increased the number of building retrofits previously achieved in the Partner Cities as a result of implementing effective strategies capable of transforming current market dynamics. At the same time, the project members will pro-actively support the ongoing training and qualification of market providers. Demonstrating the effectiveness of the PACE model, which is inherently sustainable, will provide other local governments with information to overcome internal barriers to implementation. Reaching critical mass will form the foundation to not only attract private funding sources in currently underserved markets, including the residential market, but also to demonstrate stability and favorable market conditions.

The project will also pursue a few critical initiatives to further ensure sustainability. PACE and other loan programs will include a "sustainability contribution" that ensures that the programs can be continued. Wisconsin law currently does not allow PACE financing for commercial/industrial sectors, which is a barrier particularly to small commercial building owners. The project will support a change in that legislation. Another project initiative is the further development of a super-aggregator concept that would extend the PACE model and a revolving loan fund on a state-wide basis, leveraging local government and state bonding authorities, attracting private investment, and determining mechanisms that would enable the sale of energy savings into emerging carbon markets to replace and increase the program operating funds provided by the EECBG grant. The team will also work with workforce development groups, educational institutions and other training resources, to ensure that increasing job opportunities can be taken advantage of by a qualified work force. The creation of good jobs and the increased capture of savings will have a cumulative, transformative effect.

The industry has proven that the Energy Efficiency Service Company (ESCO) model works in traditional public sector markets under favorable economic conditions. In today's economy we have to improve the availability of financing and prove that it can be applied to commercial clients. As the project develops we will re-cycle the program dollars into future budgets through revolving loans and administrative fees. Another key outcome of the commercial/industrial program will be to establish the value of an investment grade energy savings guarantee that will allow some of these markets to experience, perhaps for the first time, the value of a comprehensive efficiency project for their organizations. The Energy Services Performance Contracting (ESPC) market has proven over time that once a customer receives the benefits of a performance contract they are likely to consider another. This "repeat" effort creates expanding job opportunities and, due to the greater stability, offers realistic career ladder development. This will be supported through direct efforts in partnership with construction trade unions to provide resources for continuing training and certification.

Criterion 2: Project Impact

- *The extent to which the proposed project achieves the goal of benefiting from economies of scale and critical mass in a focused building retrofit program while mitigating possible risks of increased mortgage defaults or foreclosures through measures such as those outlined in the "Policy Framework for PACE Loan Programs" documents.*

The communities of Milwaukee, Madison and Racine represent major population areas for the State of Wisconsin. By combining all three cities under one project structure economies of scale can be reached that would have otherwise not been possible. The goal for the program is to implement projects in 14,200 homes and 96 million square feet in commercial buildings and demonstrate over \$50 million in energy savings over a six-year period. These numbers represent substantial – and in some sectors exponential – growth we believe is realistic based on our assessment of opportunities for building retrofits and knowledge of the service provider supply side (contractors are qualified and registered through the Focus on Energy Program). Economies of scale will be achieved through the following:

- Applying standardized services, processes, forms etc. across a larger number of projects;
- Integrating larger service territories for providers while targeting specific geographies;
- Negotiating discounts from key energy efficiency manufacturers;
- Utilizing trade associations and workforce development processes across all three cities
- Working with existing Wisconsin Focus on Energy Programs and leveraging existing, substantial incentives to a larger extent;
- Marketing the program in conjunction with the local utility;
- Leveraging technical resources across all three cities for greater cost-effectiveness;
- Aligning the program with specific building/industry types (i.e. hospitals); and,
- Maximizing the reach through partners such as the State of Wisconsin Office of Energy Independence and the University of Wisconsin System.

The program will use as a minimum the underwriting criteria and guidance set forth in the “Policy Framework for PACE Loan Programs” to mitigate any possible risks. This includes among other things that only measures are financed that guarantee positive cash-flow (estimated averages). A bad debt loss reserve of 2% on outstanding loan amounts to cover defaulted property tax payments will also provide additional comfort to mortgage lenders that the program will not result in increased mortgage defaults or foreclosures. The home-value and income criteria for selecting the targeted geographic areas for the program will further mitigate the potential risk of defaults caused by the program.

- *The expected quantitative impact of the proposed project in terms of energy saved and emission avoided. The reasonableness of projections of number of buildings retrofitted in the project period and the out years (past project completion plus years 1 through 3) in light of the EECBG budget requested. The reasonableness of the projections of average utility savings.*

The basis for the calculation of the expected energy savings, emission reductions and estimated number of retrofits achieved are explained in the sections on program approach and detailed in the project impact table. The estimates are based on our experience with similar programs such as the Focus on Energy Home Performance with Energy Star program and other projects in Wisconsin and elsewhere. These programs and underlying assumptions, including estimated participation rates and savings projections (based on measure life), are routinely third-party evaluated. The out year projections (years 4 through 6) are based on the assumption of continued retrofit activities at the same level as the last grant period year. Obviously any estimates are affected by the assumptions made concerning external factors such as the expected retail price of natural gas and the general economic conditions in the participant cities.

- *The extent to which the program or project strategy can be adopted or replicated elsewhere.*

While the project relies on the capabilities and expertise of the project partners, there is nothing in the program administration, design or delivery that cannot be replicated with adequate preparation. A goal of this project is to document, monitor and evaluate various program activities to support replication. A potential limitation for some communities might be the

necessary authorizations (state or local) to implement the PACE model. Sustainable funding to support a PACE model which will not accrue to the general fund obligation of the local governmental unit is currently available from private market firms such as Renewable Funding or Hannon-Armstrong.

Criterion 3: Project Approach

- *The soundness of the project's management strategy, including specifics of the outreach/marketing strategy, the funding structure, the implementation/delivery plan, the monitoring/verification plan and the strategy for continuous improvement of the program during its operation.*

The project's management plan establishes an effective framework to ensure program results, while leveraging the unique expertise and capacities of the Partner Cities and other project partners. The implementation approach is designed to create an attractive customer value proposition that addresses sector specific market barriers, in particular first cost barriers through a variety of innovative financing strategies including the PACE model. Centralized project delivery by WECC in consultation with team members allows ongoing monitoring, verification and reporting. Key project metrics such as participation rates and dollars expended per kWh gained, in conjunction with monitoring of marketing and outreach activities will allow the project team to evaluate the effectiveness of the program on an ongoing basis. This type of analysis will allow the team to make adjustments and targeted improvements. The outreach and delivery strategy is particularly well suited to a community-branded program that is designed to engage community members and benefit not only building owners through energy savings, but the local economy through the provision of local, green jobs and the community as a whole through emissions reductions. Strong existing workforce training and pre-apprenticeship programs combined with the Energy Advocate role will ensure that there are skilled workers available locally. The funding structure ensures that the cumulative loan amounts do not exceed the capacity of the lending agency (the cities' or private entities) or create undue risks for lenders or borrowers. It is further stabilized in the residential sector by applying the guidelines of the PACE Policy Framework. Project Partners have also agreed to further specify criteria for processing and oversight before the programs will be implemented.

- *The extent to which the proposal contains clear goals, well-defined tasks and methods, objective deliverables and realistic milestones.*

The proposal contains program approaches that address market barriers in several sectors. Sector-specific goals have been established as identified in the project impact tables. These goals, such as number of buildings retrofitted per year, are based on an analysis of various data-sources including WECC's extensive database of energy efficiency projects, housing and income statistics, market provider knowledge, and the Partner Cities' information resources, such as GIS. The WE² project team believes that the goals constitute not only objective deliverables, but are also realistic. Each program approach identifies specific activities and tasks related to the targeting of properties and program delivery.

- *The extent to which institutional, regulatory or market barriers have been identified and the project includes reasonable approaches to overcoming those barriers.*

The WE² Project team has identified specific barriers in each sector and tailored the program approach to effectively address them. A summary of the identified barriers and proposed solutions follows.

Table 1

Sector	Barrier	Solution
Residential	<ul style="list-style-type: none"> ▪ First cost ▪ Lack of reliable information & project quality guarantee ▪ Complex project implementation 	<ul style="list-style-type: none"> ▪ PACE ▪ Energy Advocate, standards-based energy audits and qualified contractors ▪ Energy Advocate as project management support; "captive model" contractors to ensure reliable price ranges and up-front information
Local and State Buildings	<ul style="list-style-type: none"> ▪ Lack of capital ▪ Lack of technical expertise ▪ Complex project approval process 	<ul style="list-style-type: none"> ▪ Financing options, ESPC and interest rate buy-downs ▪ Energy Audit Grants and third party reviews, Measurement and Verification (M&V) grants
Hospitals Non-profits	<ul style="list-style-type: none"> ▪ Reluctance to use debt or capital to finance energy efficiency 	<ul style="list-style-type: none"> ▪ Shared savings contracts ▪ Energy audit grants, One time grants
Medium and Large Office	<ul style="list-style-type: none"> ▪ Lack of time ▪ Low priority ▪ Perceived risks to comfort ▪ Lack of available capital ▪ Landlord/tenant Issue 	<ul style="list-style-type: none"> ▪ Energy Audit Grants, One time grants and single point of contact ▪ Energy Savings Guarantee and third party financing options ▪ Shared Savings Contracts that eliminate debt from the landlord ▪ Interest rate buy-down ▪ Retro-Commissioning and 3rd party review ▪ Commercial PACE Model (pending approval)
Retail <ul style="list-style-type: none"> ▪ Lodging ▪ Grocery ▪ General Merch. ▪ Credit Unions 	<ul style="list-style-type: none"> ▪ Lack of awareness of EE products and services ▪ Owner main contact ▪ Lack of expertise 	<ul style="list-style-type: none"> ▪ Energy Advocate. Energy Audit Grant and Revolving Loan Program ▪ One time grant ▪ Energy Savings Guarantee with 3rd party review ▪ M&V Grant and Retro-commissioning ▪ Commercial PACE Model (pending approval) ▪ Third Party Financing
Laboratory Biotech General Manufacturing	<ul style="list-style-type: none"> ▪ Aversion to production risks ▪ Management priority ▪ Lack of knowledge ▪ Limited staffing 	<ul style="list-style-type: none"> ▪ Energy Audit Grant ▪ Third party financing ▪ Interest rate buy-down ▪ Best Practices
Small Commercial	<ul style="list-style-type: none"> ▪ Lack of awareness of EE products and services ▪ Owner main contact ▪ Lack of expertise ▪ First cost 	<ul style="list-style-type: none"> ▪ Targeted community-based outreach and marketing through local business associations. ▪ Energy Advocate for education and process facilitation ▪ Revolving loan fund

- *The degree to which the application demonstrates a plan to address all environmental, health and safety, permitting and compliance issues, sufficient to support DOE's review and analysis in accordance with the National Environmental Policy Act (NEPA).*

The program will require that all installation contractors are subject to local permit issuance requirements and subject to all federal, state and local health, safety and environmental requirements. The energy auditor, who will perform carbon monoxide safety tests during the pre- and post-installation audit, acting as an independent general contractor, will also assist in ensuring such compliance

Criterion 4: Partnership Structure and Availability

- *The extent of the involvement from a broad range of entities/organizations representing government agencies, private sector entities and other organizations.*

The key partners and supporters of the WE² Team include a regional coalition of city governments and their respective agencies, other governmental agencies, private actors, such as Renewable Funding and ESCO's, the State Focus on Energy program, academic and educational institutions, the utilities, and non-profit organizations such as WECC. Important assistance to promote the project will come from local community organizations, the local market providers and business associations reflecting the community-based nature of the program.

- *The extent to which roles and responsibilities of each partner/team member have been identified and reasonably matched to their ability to successfully manage and implement the proposed project.*

The role of the Partner Cities will be to apply their energy efficiency and renewable leadership and leverage significant local knowledge to target neighborhoods and deploy a community-based approach. WECC's responsibilities will involve the design and administration of the program elements as well as perform key tracking and reporting tasks, relying on their extensive experience with similar programs.

- *The ability of the project team to complete the work successfully, including qualifications and relevant experience of key organizations and personnel.*

The Partner Cities' leadership in energy-related policy and programming to benefit residents and the local economy is nationally recognized. WECC has successfully led cost-effective multi-million dollar energy efficiency programming, handling all aspects of design, marketing, processing and tracking. Wisconsin has one of the most well developed provider networks in the nation as a result of Focus on Energy and these providers are readily available to assist in promoting project demand and delivering residential and commercial/industrial retrofit services. Educational resources to support workforce development and growth are also available.

The project will be directed by WECC's Policy Director, George Edgar, a highly experienced energy efficiency professional. In addition, the cities and WECC have assembled a project management team that includes senior management in their respective organizations ensuring an efficient and successful implementation. Combined, key leadership staff has over 120 years of experience in community-based work and energy efficiency program development and implementation.

3. Project Plan and Timetable

3.a. Comprehensive Energy Efficiency Retrofit Program

Project Approach Overview

The WE² Comprehensive Energy Efficiency Retrofit Program builds on a successful pilot initiated by the City of Milwaukee. It provided the opportunity for several project partners, including the Center on Wisconsin Strategy (COWS) at the University of Wisconsin-Madison and WECC to apply implementation strategies to overcome the various customer and market barriers that inhibit customers from pursuing “whole house” deep impact energy efficiency retrofits. Building on this experience, the WE² Project will operate in specifically selected neighborhoods in the Partner Cities of Milwaukee and Madison using the requested grant funds of \$10 million with the objective of achieving at least 5,800 deep impact retrofits (2,900 per city) over the three year grant period.

Utilizing the social networking opportunities that a geographically targeted community effort affords, the project will implement a comprehensive whole-house retrofit program based on supportive service delivery approaches combined with the ability to finance identified, cost effective energy efficiency improvements through the Property Assessed Clean Energy (PACE) model. The approach is designed to sustain increased deep impact retrofits after the grant period. An additional 8,400 deep impact retrofits (4,200 in each city) are estimated to occur over the three years following the grant period. The use of these innovative strategies can significantly increase the capture of energy efficiency savings to reduce customer energy bills, reduce carbon emissions and create jobs.

Addressing Customer Barriers: Compelling Value Proposition

The WE² residential program is designed to overcome customer barriers to undertaking deep impact home retrofits and allow the capture of economies of scale in program delivery. Experience has indicated that the number one barrier noted by customers to undertaking a comprehensive energy retrofit is the cost of the investment and the need to pay for that investment upfront.

The result of an energy assessment on a typical home could include deep impact efficiency retrofit recommendations totaling \$6,000 to \$7,000. Customers are deterred from taking on such up-front costs due to limited income as an additional personal debt obligation or because of potential events such as moving prior to receiving the full energy savings that underlie the investment. The second most often identified customer barrier is the lack of confidence and/or knowledge in dealing with contractors and understanding technical matters, which translates into a need for supportive service delivery approaches to overcome such concerns. This barrier includes the time and hassle of arranging contractors and uncertainty about whether the quality of the contractor services and proposals can be reasonably relied upon. The WE² residential program is designed to overcome those barriers by establishing a compelling value proposition for customers. This result is achieved by:

- *Utilizing community-based outreach/marketing and ongoing communication techniques to assure broad reach and program clarity, maximum participation and well-informed homeowners. It also allows economies of scale or critical mass to be achieved in program delivery in a limited geographic area.*

The use of a community-based approach that involves neighborhood groups and organizations and seeks to employ existing social networks and organizing infrastructure allows a multi-layer marketing, outreach and advertising approach to reach homeowners. Leveraging the Partner Cities’ local knowledge and synergistic activities will serve to attract participants and can lead to the kind of commitment that results in higher than typical penetration rates. Using social marketing tools such as competitions allows community “buzz” to serve as an effective program tool.

- *Delivering optimal building science practices/products (based on experience with weatherization and home performance programs) to assure energy efficiency standards are met and energy savings are reliably achieved.*

WECC has significant experience as administrator of Wisconsin's Focus on Energy program to ensure high quality delivery of real energy savings. Through a competitive bidding process qualified (Focus on Energy Home Performance with Energy Star approved) energy assessors and contractors will be selected that meet Business Performance Institute (BPI) accreditation standards. This will directly address customer concerns about the quality of services received and ensure that DOE funding fulfills ARRA purposes to create good jobs for local residents.

The WE² project is committed to serious training and career pathways for workers involved in WE². This means a commitment to registered apprenticeship programs, jointly run by employers and unions that are fully funded by the private sector, not taxpayers. The WRTP/Big Step serves as a "one stop shop" for pre-apprentice training and technical assistance to connect companies and labor to community members most in need of employment. WE² will overcome the historical barriers that have affected workers from disadvantaged communities and connect them to an explicit career pathway from remedial to journey-person. WE² will rely on Big Step in Milwaukee (as well as other organizations in the Milwaukee Builds coalition) and a number of qualified organizations in the Construction Workforce Diversity Alliance in Madison. For pre-apprenticeship, the WE² project will use the MultiCraft Core Curriculum (MC³) recently adopted by the member internal unions of the AFL-CIO Building and Construction Trades Department. Local Joint Apprenticeship Committees have agreed that completion of the MC³, with the limited addition of known requirements as specified by a few trades, would qualify the graduate for admission to any apprenticeship program. The Milwaukee Area Building and Construction Trades Council and its regional affiliates have agreed to give preference in placement to such graduates from underserved communities. WE² is extremely proud to incorporate the historic Community Workforce Agreement approach for a training curriculum that lays the foundation for a comprehensive building science approach to residential retrofit work.

- *Provide supportive service approaches to overcome customer barriers to comprehensive retrofit opportunities.*

The program will train persons from the communities to serve as Energy Advocates who will: (1) educate and assist homeowners with basic energy efficiency practices; and (2) remove participation barriers for the homeowner by assisting with paperwork, contractor selection, understanding financing options and general participation questions and concerns. The use of Energy Advocates will also assist in addressing language issues or other participation issues. These positions will also offer entry-level experiences in a green job with exposure to customer service, a variety of technical and building science related information and coordination tasks.

- *Provide an easy to use PACE loan process to allow customers to apply for funds for a comprehensive energy retrofit action by paying for those investments out of the increased energy savings from the retrofit actions.*

Property Assessed Clean Energy (PACE) financing addresses customer concerns about up-front affordability, lack of desire to take on additional personal debt obligations, and concerns about moving prior to recovering the value of the energy savings from the investments made. PACE does so by providing the opportunity for an extended term loan that can better match loan payments with energy savings. Also, because a PACE loan is recovered through the municipal property tax bill, it is not a personal debt obligation of the customer (the unpaid portion of the loan is transferred via the property tax bill to the new property owner). These are the core elements that establish the **customer value proposition for the WE2 residential program: a hassle-free, high-quality and reliable installation of cost effective energy efficiency**

measures for the home with no up-front payment; no new personal debt; and, an attractive financing option that links the payment obligation to the property. Through existing programs in Madison and Milwaukee residents will also have an opportunity to use PACE financing for renewable energy projects, such as solar hot water and solar electric.

Program Financing/Leverage

The program grant funds will be used to cover program operational costs including establishing a bad debt loss reserve for PACE loan amounts. Initially, the PACE loans will be funded by a bond issuance by the City of Milwaukee. The City of Madison will initially use available internal funds for PACE financing. The project would use the requested grant funds to primarily leverage access to innovative financial and fiscal tools for PACE loan funding to allow sustainable financing after the initial grant period. These sources include access to sustainable funding from team member Renewable Funding and a \$150 million letter of intent to agree between Hannon-Armstrong, a private firm, and team partner Johnson Controls Inc. Other amounts of smaller funds and in-kind contributions as leverage will also be used as program operating costs.

Geographically Targeted Areas/Neighborhoods

The residential retrofit program will target owner occupied residences in specific neighborhoods/geographic areas in Milwaukee and Madison over the three year grant period. The criteria for the selection of these areas are designed to provide the best opportunity to achieve substantial comprehensive retrofits within a targeted geographic area that can yield both critical mass in participation and economies of scale in service delivery that can contribute to market transformation. The area selection criteria will also mitigate the risk of increased mortgage defaults or foreclosures due to the program. The primary attributes for the selection of these targeted areas include:

- A concentration of moderate/middle income homeowners who are likely to be able to qualify for a PACE loan based on project underwriting criteria that are consistent with the "Policy Framework for PACE Loan Programs."
- An area that is not characterized by substantial mortgage defaults or foreclosures or in which property values have significantly decreased relative to other areas across the city.
- A home building inventory that includes a high percentage of homes that were built prior to the more stringent Wisconsin energy efficiency building code requirements especially prior to the early 1970s and which has not been significantly rebuilt or renovated since that time.
- The interest and willingness of community organizations and other groups to assist in the promotion and delivery of the program.

These targeted areas will be identified through the coordination of WECC, various city agencies, university resources, Focus on Energy (Wisconsin's statewide energy efficiency program) and the local utilities. Using targeted areas for the program and setting a specific deadline for participation and completion of work will create a sense of urgency and encourage residents to participate in the program. Residents will see this momentum and the impacts of the program in their area and allow retrofit services to be delivered in a concentrated, timely manner.

Program Delivery to Homeowners

The WE² Project will use a multi-staged homeowner offer relying on WECC's expertise, processing and tracking capabilities, and support services, such as a call center. It will also use its high-quality, building-science based delivery that incorporates best practices and strict health and safety standards to identify prioritized, cost effective energy efficiency improvements. To achieve "deep impacts" homeowners will be required to implement several measures and/or reach a certain level of improvements to qualify for participation in the PACE model. Following is a brief overview of the delivery process that is designed to illustrate that WECC and WE²

project partners are ready to implement the program. More detailed descriptions are readily available as needed. The program will require the use of Focus on Energy qualified consultants and contractors to ensure performance quality and homeowner eligibility for incentives.

1. *Application:* Interested homeowners will be required to fill out an application
2. *Eligibility:* Building type, ownership and home address will be reviewed by WECC to determine initial PACE eligibility.
3. *Energy Advocate Walk Through:* Once an applicant has been accepted, the Administrator will notify one of the trained neighborhood Energy Advocates. The Advocate will contact the homeowner and make an appointment for a walk through audit and will also perform a direct install of low-cost savings measures and provide energy education. Following the audit, the details of the pilot including PACE financing and additional options, such as solar installation will be explained. Lastly, the Advocate will help the homeowner arrange for the next step which is the home assessment.
4. *Pre Assessment:* A project-qualified Energy Assessor will perform a comprehensive energy audit of the home; provide a written report for the homeowner that includes recommended improvements, estimated costs, and any available Focus on Energy incentives.
5. *Efficiency Improvements:* At this stage the efficiency improvements to the home are made. The efficiency improvements may include:
 - Insulation: Adding insulation to the attic, foundation, walls and crawl spaces
 - Sealing Air Leaks: Using Blower Door guided air sealing/infiltration reduction
 - Equipment Update: Completing replacements of furnaces, boilers, water heaters or central air conditioning systems
6. *PACE funding application:* The customer, with the assistance of the Energy Advocate, will apply for the funding.
7. *Post Assessment:* The Energy Assessor will return to the home to verify that all of the recommended efficiency improvements were made and that the work performed was done according to specifications/standards. Should deficiencies be found, the Energy Assessor will contact the Energy Contractor to have the corrections made.
8. *Certificate of Completion:* After sign-off, a certificate of completion will be presented.
9. *Quality Control:* The Quality Assurance Agent retained by WECC will perform in-field quality control checks on at least 5% of the homes in the program,.
10. *Follow Up:* Ongoing energy efficiency information/support will be provided to the homeowner via e-newsletters and/or postcards. Additionally, each participating homeowner will be asked to provide feedback (via a post participation survey) on their experience and satisfaction with the program to ensure ongoing improvement.

Property Assessed Clean Energy (PACE) Loan Underwriting Criteria and Loan Eligibility

Eligible customers may borrow between \$3,000 to \$12,000 over a term in which repayment will not continue past the expected life of any given measure. The administrative costs, financing costs and pre- and post- audit costs will be included in the loan. The eligible measures list, noted above, will only cover items that are in the nature of a fixture and non-portable.

The underwriting criteria for PACE financing will be consistent with the White House "Policy Framework for PACE Loan Programs". Steps will also be considered to ensure that the PACE loan/lien will not result in an unmanageable increase in property taxes by setting a combination loan to value ratio. The program will also maintain a 2% bad debt loss reserve, which together with the underwriting criteria and criteria for selecting program areas enhances the creditworthiness of financing and provides comfort to mortgage holders on properties owned by participating homeowners.

Together the program underwriting criteria, bad debt loss reserve and the criteria to select targeted neighborhoods will mitigate possible risks of the program increasing mortgage defaults or foreclosures.

Marketing and Outreach

The program will use a multi-layer approach focused on providing clear, compelling, and concise information that includes the value propositions for the respective programs.

Strategies:

- City-branded campaign and coordination with synergistic activities.
- City agency and utility provided information to the targeted neighborhoods.
- Use of Partner City and other project websites to provide information on the customer value proposition, project eligibility for a PACE loan and the benefits of deep energy efficiency reductions.
- Effort to create “buzz” created by homeowners through their daily interactions (backyard, school or church conversations) based on information that was provided
- Presentations at community events and communications from neighborhood leaders (block watch captains and association leaders).
- Providing Energy Advocates with proper training and information to help make lasting impression on homeowners, thereby creating sustainable impacts
- Making information sharing and awareness building as seamless and easy as possible, recognizing the time constraints that most homeowners have.
- Exploring the use of localized, on-line social networks to share success-stories and increase program enrollment.

The engagement of local neighborhood organizations and resources will significantly leverage the effectiveness of the program by creating opportunities for multiplier effects, lowering “trust” barriers, and, employing a geographic focus aimed at reaching critical mass in a defined area.

3 b. Program for Institutional, Commercial and Industrial (ICI) Retrofit Market: Enhanced Performance Contracting & Small Commercial Revolving Loan Funds

Program Approach Overview

Partner Cities of Milwaukee, Madison and Racine (which contain 15% of Wisconsin’s population) will implement a comprehensive ICI market program. The focus for this initiative will be to stimulate private sector investment in whole building retrofits and quality energy efficiency projects. The community-based approach is designed to provide tailored and compelling financial options across small, medium and large building markets. The project will be deployed across 52.5 million square feet in the first three years growing to 96 million square feet over the six year period. This is accomplished by leveraging the Cities’ energy efficiency and renewable energy leadership along with the aggressive private entity commitment such as on the part of the University of Wisconsin-Madison to lead by example in the planned retrofit of 14-21,000,000 square feet. The design of this program serves to maximize private investments into energy efficiency while supporting anticipated future availability of PACE financing for commercial properties. The WE² Program grant request for the ICI markets is \$55M. This request will be leveraged 5:1 with private funds to drive the market across key market sectors.

Addressing Customer Barriers: Compelling Value Proposition

There are significant barriers that prevent building owners from pursuing comprehensive energy efficiency retrofit projects. These barriers include those that inhibit customer demand, but there are also equally critical barriers to a more robust comprehensive retrofit market on the supply-

side of the market. Unless both sets of barriers are effectively overcome the residential comprehensive retrofit market will not be meaningfully transformed.

The primary barriers on the customer demand side are identified in Table 1, page 6. The primary market challenges on the supply-side are:

- Historically low customer demand for comprehensive retrofit projects in the small multi-family, commercial and industrial properties has limited the growth and development of smaller energy service companies.
- Smaller contractors generally are single technology providers who do not have the organizational capability to manage comprehensive building retrofits

The WE² program for Institutional, Commercial and Industrial Retrofit Markets is designed to overcome those barriers by establishing a compelling value proposition for customers. This result is achieved by increasing available capital through a number of innovative financial tools addressing needs of stranded projects. Wisconsin Focus on Energy is an existing statewide program that provides incentives in the form of grants for specific energy conservation measures but does not comprehensively address the capital necessary to implement projects. This has resulted in many stranded projects. The WE² program will enhance the financing necessary for many customers to take advantage of these grants. The customer will receive one time grants from Wisconsin Focus on Energy while accessing capital through interest rate buy-downs and revolving loans from WE². A revolving loan model will be offered to address smaller C&I projects that are less than \$250,000. This model will be targeted to small contractors, MBE/WBE/DBE contractors, to be better organized to deliver energy efficiency projects. This model can apply to single measures without on-going M&V.

The use of the ESPC financing model will apply to all institutional and large building retrofits and will (1) match funding solutions to the organizations, (2) mitigate customer risk and regret by attaching a savings performance guarantee, (3) include multiple financing options, administered by team members Bank of America and Green Campus, which include operating leases, capital leases, municipal leases, shared savings contracts and standard loans, and (4) allows a customer to use existing rebates or tax incentives from other federal, state and local programs such as Focus on Energy, to reduce the loan amount that needs to be financed. The eligible loan amounts will be segmented into large (over \$10M), medium (\$5-10M) and small (250K to \$5M) to encourage the installation of the multiple measures that characterize a comprehensive retrofit.

For purposes of this project, a suite of services will be deployed with grant funding that further removes barriers from the market and the customer including: 1) One time grants will be used to insure that whole building retrofits achieve positive cash flow in the first year of operation; 2) interest rate buy-downs will reduce the cost of capital to normal market rates; 3) energy audits will be paid partially with program funds to reduce the upfront cost and provide quality information about a project's potential; 4) the amount of the audit will be repaid to the program through the financing in the event the project moves forward; 4) three years of standard measurement and verification will also be provided by the program to remove the perception about risk to the project; 5) customer/energy advocate services will be provided to the customer through existing support personnel in the Wisconsin Focus on Energy Program; 6) retro-commissioning services will be provided to assure that all projects result in improved building operations; and, 7) an administrative fee of 5% will be collected on each project that will serve to fund the budgets in years 4-6 and ensure sustainability.

Use high impact public/private organizations to lead by example in promoting the program by both implementing retrofits in their own buildings and taking the message to the surrounding community.

The University of Wisconsin Madison has a commitment to promote this program to the 40,000 students in the Madison area. In addition they will be leading the effort in retrofitting their buildings. The cities of Milwaukee, Madison and Racine have made similar commitments to retrofit their buildings. Johnson Controls, headquartered in Milwaukee, has an on-going commitment to demonstrate the latest technologies to their facilities which provide productive work and learning environments for 4100 employees in the Milwaukee area.

Program Financing/Leverage

The grant request for the ICI program is \$55 million. The majority of these funds will be made available to directly benefit the program participants by packaging attractive financing solutions. A small portion will be used for program operations. Further, \$3 million of the operational budget are dedicated for training purposes to provide qualified and skilled workers for these projects. The grant will leverage funding from the following sources:

Bank of America	\$150,000,000 for ESPC projects
Green Campus	\$150,000,000 for Shared Savings Contracts/Operating Leases.
Focus Incentives	\$12,000,000 (estimate based on prior projects)
UW Madison	\$30,000,000 from existing capital budgets.
ESCO guarantees	Budgeted at approximately \$60,000,000
In-Kind Services	Other amounts of smaller funds and in-kind contributions as leverage will also be used as program operating costs for the program.

Geographically Targeted Areas/Neighborhoods

The commercial/industrial programs will be targeted for delivery in specific metro-neighborhoods in Milwaukee, Madison and Racine. In Milwaukee the downtown metropolitan area and the 30th Street Industrial Corridor will be targeted. In addition, the evolving loan will be targeted at specific Business Improvement Districts in the Milwaukee area. Madison will target the Isthmus Metro-Neighborhood, University of Wisconsin Campus and two Biotech-Science and Research parks. Racine will primarily target the downtown district.

The criteria for the selection of these geographic targeted areas are designed to provide the best opportunity to achieve substantial comprehensive retrofits within an area that can yield both economies of scale and a critical mass of activity that can contribute to market transformation. Some of the primary attributes that will be considered for the selection of these targeted areas include:

- A large-scale, high-profile concentration of institutional, commercial, or industrial buildings
- A building inventory that was built prior to the more stringent Wisconsin energy efficiency building code requirements of the early to mid-1970s and which has not been significantly rebuilt or renovated since that time.
- The interest and willingness of the business organizations and groups in the targeted neighborhood to assist in the promotion and delivery of the program.

Additional specific areas will be identified through coordination of WECC, various city agencies, University of Wisconsin resources, Focus on Energy (Wisconsin's statewide energy efficiency program) and the local utilities.

Program Delivery to Institutional, Commercial, and Industrial Customers

The WE² Project will use a multi-staged ICI offer relying on WECC's expertise, processing and tracking capabilities, and other support services, such as a call center. The project will also use WECC's high-quality, building-science based delivery in partnership with market providers. Following is a brief overview of the delivery process that is designed to illustrate that WECC and WE² project partners are ready to implement the program. More detailed descriptions are readily

available as needed. The program will require the use of Focus on Energy qualified consultants, contractors and ESPC providers to ensure performance quality and ICI owner eligibility for incentives. In addition, WECC, under the direction of an oversight committee, will develop specific criteria to qualify participants for the financial products made available in cooperation with the private sector.

Each project will follow a standard process for the development, that will be further refined in the project plan to include flow-charts, internal controls, and coordination requirements.

1. *Preliminary energy audit:* Once an applicant has been accepted, the market provider will conduct a preliminary audit
2. *Preliminary proposal and financing options:* The market provider will provide a proposal and explain financing options and processes.
3. *Customer approval of letter of intent*
4. *Pre-qualification Application:* Interested businesses will be required to fill out an application, this will usually be provided by the market provider, or with help from an Energy Advocate.
5. *Eligibility:* In addition to performance requirements, criteria as outlined in the project plans will be checked.
6. *Pre Assessment:* A market provider will perform a comprehensive energy audit of the business, provide a written report for the business that includes recommended improvements, necessary engineering calculations, estimated costs, available Focus on Energy incentives, and financing information.
7. *Application:* Full application will be submitted for review by WECC.
8. *Efficiency Improvements:* At this stage the efficiency improvements are made. They may include: lighting, heating distribution systems, cooling distribution systems, automatic temperature control, air distribution systems, outdoor ventilation, exhaust systems, hydronic systems, electric motors, transmission systems, drive systems, special systems for kitchens, laundry and other systems.
9. *Funding application:* The customer, with the assistance of the market provider, will apply for the financing. Standard business underwriting criteria as well as targeted energy efficiency performance criteria will be applied.
10. *Post Assessment:* An independent third party agent will verify improvements and savings.
11. *Certificate of Completion:* Once all work is signed off by the quality control agent, a certificate of completion will be prepared and presented to the homeowner.
12. *Follow Up:* Ongoing energy efficiency information/support will be provided to the business via e-newsletters. Additionally, each participating business will be asked to provide feedback (via a post participation survey) on their experience and satisfaction with the program to ensure ongoing improvement.

Program administrators will monitor the customers experience in the development using a quality inspection process deployed at key intervention points. The project will also offer participants in the project the opportunity for support through the Focus on Energy Program.

Marketing and Outreach

The outreach, advertising and marketing will be a multi-layer approach focused on providing information/marketing including the value proposition noted above through the following strategies:

- Community organization outreach including community events and information sessions;
- City agency and utility provided information directed toward the targeted neighborhoods;
- ESCO direct mail, telemarketing and in-person direct sales and marketing activities;
- A public social marketing campaign aimed at creating an overall context and additional motivation for customer action through public officials and leaders promoting the retrofit

effort as part of a larger campaign to highlight the multiple benefits of energy efficiency and the overall project across other markets.

- Co-branding with the University of Wisconsin-Madison's WeConserve program and extension of the WeConserve presence to other universities.
- Wisconsin Focus on Energy will be fully informed of this program and will be involved in all aspects of the deployment. We are also leveraging the historical average of the Focus on Energy grants that have been delivered to the respective cities for approximately \$6 million over three years.
- Trade Associations will be mobilized to introduce the programs to their respective members. They will develop a strategy to create a chain-reaction by first getting a large percentage of their membership to commit to the program. Once we have results for that group we will expand the program (year 4) to surrounding communities and introduce the model to regional trade association groups. One example of this type of partnership is the Green Grocer program.

Overall Program Budget/Leverage/Impact Tables

The total grant request for the program is \$65 million, together with leveraged funding, such as owner contributions, Wisconsin state energy efficiency incentives, and in-kind contributions, the budget comes to approximately \$698M. The team used a variety of resources to develop this budget: Project partners WECC and JCI provided information regarding retrofit potential and savings estimates, based on their extensive experience with these types of projects. WECC also provided estimates for processing, monitoring, verification, marketing etc. The Cities compiled information regarding target neighborhood potential and the administration of the PACE model, and, another project partner, The Center on Wisconsin Strategies (COWS), provided estimates regarding general training costs for construction trade labor. The Wisconsin energy efficiency program, Focus on Energy, provided data on estimated incentives for eligible projects. Details can be found in the budget justification tables. The project wishes to retain 10% of the ICI budget to be re-applied in case of, for example, significant uptake in the residential program, addressing barriers that appear to remain even after the financing options (for example oil-tank removal costs), or, to increase the reserve funds

.Overall WE² Project Timetable

The following timetable is a high-level task overview. Specific work plans with detailed tasks and targets will be developed prior to project implementation. These will include additional performance metrics as described in the next section.

Dates	Major Tasks	Major Milestones/Decision Points	Outcomes	Spent
Year 1	Finalize program work plan	DOE input and modifications	Detailed Program Plan	\$85M
	Recruit work force	Issue contractor RFPs	Contractors selected	
	Develop market outreach plan and materials	Launch workforce training		
	Program deployment	Program launch	kWh goal: 16.58M	
	Super-aggregator (SA) concept	Quarterly results/goal assessment	Therm goal: 2.79M	
	Program deployment	Annual report (AR)/program improvement (PI) plan		
	SA Pilot	Work group established; draft concept		
Year 2	Program deployment	Quarterly results/goal assessment	kWh goal 27.98M	\$128M
	SA Pilot	AR/PI plan SA participants recruited	Therm goal 4,88M	

Dates	Major Tasks	Major Milestones/Decision Points	Outcomes	Spent
Year 3	Program deployment SA Pilot	Quarterly results/goal assessment AR/PI plan SA Pilot first year evaluation	kWh goal 39.08M Therm goal 6.83M	\$175M
Year 4	Program deployment	Quarterly results/goal assessment AR/PI plan	kWh goal 34.58M Therm goal 6.23M	\$144M
Year 5	Program deployment	Quarterly results/goal assessment AR/PI plan	kWh goal 24.08M Therm goal 4.83M	\$103M
Year 6	Program deployment	Quarterly results/goal assessment AR/PI plan	kWh goal 13.58M Therm goal 3.43M	\$63M

Overall Tracking, Measurement, Verification and Improvement Approach

The WE² Project will ensure that verifiable results are achieved by:

- Tracking each project with information about the building, improvements made, savings anticipated, savings and ratings achieved, incentives paid, completion timelines, and other key metrics;
- Employing third party measurement and verification agents;
- Providing reports to customers and project partners that will track savings over time;
- Conducting market research including customer satisfaction;
- Performing utility bill analysis;
- Evaluating marketing/outreach effectiveness by tracking participation rates against goals; and.
- Monitoring cost/kWh as a key performance metric.

All customers will receive detailed information about the savings that are anticipated based on recommended measures as well as a post-improvement audit that will rate the project based on industry standard rating methodologies (HERS and IPMVP – A, B,C and D).

The project's improvement approach targets different areas based on the following key metrics that will be monitored at least quarterly to enable the project teams to make needed adjustments:

- Participation rates – to measure outreach effectiveness
- Cost/kWh saved – to measure overall program delivery effectiveness
- kWh/square foot – to measure program impact
- Pass/fail ratios in the quality control protocols – to measure the effectiveness of standards and controls in the processes.

4. Relevance and Outcomes

The outcomes sought by the FOA are to stimulate activities that move beyond traditional public awareness campaigns, demonstrations or "one time" projects that end when the grant funds are gone. Instead, the FOA expresses a desire for projects that seek to fundamentally transform energy markets in a way that makes energy efficiency (and renewable energy) a robust consumer choice that is sustained after the grant project period. The ability to leverage the participation and support of multiple local jurisdictions, state agencies and private partners to

achieve a successful model that could be replicated in other communities around the country is also sought.

The WE² Team proposal directly responds to each of these primary objectives in the FOA. It is a replicable model using the combined resources, expertise and experience of multiple public and private entities to fundamentally change the existing dynamics in community energy efficiency retrofit markets. The project design uses grant funds to help transition to a more robust market until the more robust market and the continuing resources used for leverage in the project can sustain the higher level of energy efficiency activity without continued grant funds.

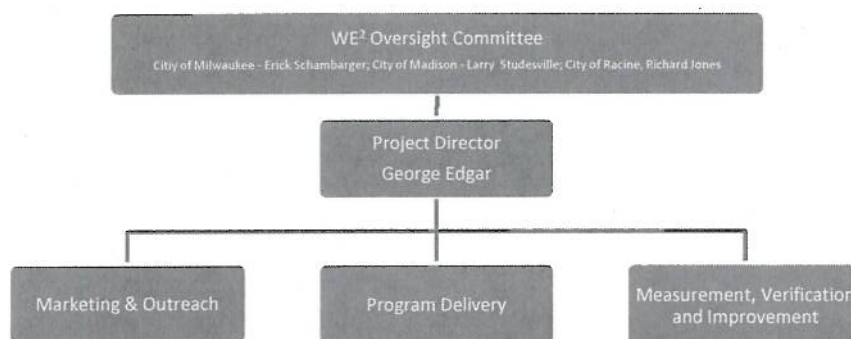
The WE² proposal has also been coordinated with the development of a Topic 2 proposal to be submitted by the Wisconsin Public Power System, Inc. to test on-bill financing and enhanced shared savings programs in a number of its member communities. This coordination not only provides an opportunity for measurement and evaluation of the relative performance of on-bill and PACE financing models in the same state, but further recognizes the commitment of Wisconsin entities to find more effective, sustainable means to permanently transform energy markets to provide valuable economic and environmental benefits to its residents as well as the global community.

5. Roles of Participants

Overall Project Partnership Structure and Capabilities

The WE² program is a partnership of the City of Milwaukee, City of Madison, City of Racine, WECC, Wisconsin Focus on Energy Program, Renewable Funding LLC, We Energies, Madison Gas & Electric Company, Alliant Energy, Center on Wisconsin Strategy (COWS), the State Office of Energy Independence (OEI), Johnson Controls, University of Wisconsin Milwaukee and Madison, and others. In a very short time-period, these partners have developed what we believe is a compelling and effective program proposal. The WE² project has and will continue to benefit from the leadership and assistance of its many partners.

While there are several partners and supporters in the WE² project, the core formal relationship (which will be further defined in an MOU) that establishes the framework for the implementation of the programs will initially be established between the entitlement communities City of Milwaukee, City of Madison, City of Racine, and WECC as administrator. In this structure, the Cities' will retain the overall project oversight to ensure accountability and transparency of decision-making. Additional partners, subcontractors and supporters will have roles and responsibilities that will be defined in the project plan and formalized at a later time. The chart below illustrates the project partnership structure.



Partner Cities Roles and Responsibilities

- Provide project oversight. The City of Milwaukee has designated Erick Shambarger, acting Environmental Policy Director to perform this role; for the City of Madison Larry Studesville Energy Efficiency and Community Development Block Grant Administrator has been designated, and for the City of Racine, Richard Jones, Commissioner of Public Works will be designated.
- Determine in coordination with the program administrator WECC processes and procedures that will ensure transparency and accountability. Address eligibility requirements for program participants, and determine reporting, sign-off and internal control requirements for all financial transactions;
- Establish performance requirements in coordination with the program administrator.
- Manage the community-based residential targeting, marketing and outreach functions (Milwaukee/Madison) and coordinate with the program administrator, WECC.
- Provide targeting support for the commercial/industrial programs.
- Engage in a stakeholder process to develop the Community Workforce Agreement to be in place prior to the grant award. The Community Workforce Agreement will set standards for contractors, including: (1) licensure and insurance; (2) safety, (3) utilization of a trained workforce with Environmental Hazard Awareness and other skills in weatherization and energy efficiency certified by a national standards body with competency testing (e.g., Building Performance Institute) or a Joint Apprenticeship Committee; (4) Davis Bacon wages, (5) compliance with locally authorized disadvantaged hiring standards, and (6) compliance record-keeping.

WECC Responsibilities

- Perform all grant-required reporting functions.
- Provide the IT and management infrastructure to allow accurate project processing, performance tracking, and reporting.
- Provide the financial management infrastructure to manage, control and disburse all grant monies received according to project plans, and processes established in accordance with directives from the oversight committee.
- In coordination with the oversight committee establish protocols that ensure the equitable and transparent disbursement of all funds;
- For the C&I programs establish additional controls and sign-off requirements that involve the oversight committee, or their designated representative while ensuring seamless customer service experience for applicants.
- Perform program design, implementation and management functions including:
 1. Initiate, manage and monitor contractual agreements, which will incorporate specific criteria and additional requirements as determined in MOU's regarding a community workforce agreement, and as determined in the project plan
 2. Ensure that all applicable regulatory requirements in all aspects of the program are met and adequately documented and tracked.
 3. Establish, in coordination with the oversight committee quality control standards and processes, including the engagement of independent verification and quality control professionals.
 4. Coordination with community-based outreach activities.
 5. Manage the commercial and industrial marketing program in coordination with the oversight committee, ESCO's and other project partners.
 6. Monitor marketing effectiveness, program performance.
 7. Establish regular meeting and other communication standards.

WRTP/BIG STEP Responsibilities

WRTP/BIG STEP is an employer-driven community-based pre-apprenticeship program in Milwaukee that will:

- Act as the workforce intermediary for all components of the project (residential, commercial, industrial)
- Conduct workforce needs assessment and job forecasting
- Coordinate recruitment, screening and assessment of available workforce
- Provide industry training and education as needed to ensure there is a local workforce with the credentials necessary to fulfill the requirements to perform the work outlined in this grant proposal
- Ensure career pathways for community residents, unemployed, disadvantaged, and newly dislocated
- Provide tracking and retention services for individuals served through the project
- Act as a resource center by providing technical assistance when appropriate to employers and contractors, to ensure that local contractors have the necessary credentials to enable them to successfully bid on the work that will be created through the program.
- Coordinate with community-based organizations running workforce development programs (such as Milwaukee Builds initiative) to ensure that low-income residents have access to the job opportunities being developed here
- Act as a clearinghouse to connect this initiative with area Joint Apprenticeship Committees and other statewide energy efficiency training initiatives
- Coordinate all activities with the oversight committee and program administrator in a timely manner and according to the program plans.

Additional Supporters and Partners

The WE² Team members, whose names have been identified throughout the narrative, will play key roles, including bringing their special expertise, capabilities and experience, to build on existing efforts to accomplish the objectives of this proposal.


6. American Recovery and Reinvestment Act

The WE² Team is fully committed to the goals of the American Recovery and Reinvestment Act. This project is designed to: provide immediate and sustainable work for energy efficiency auditors, contractors and installers; accelerate workforce development for new and displaced community-based workers; and provide lasting, good paying job opportunities in the building retrofits market. This project will develop a Community Workforce Agreement (CWA) requiring responsible contractors, quality training and career pathways, and a local hiring preference.

The City of Milwaukee has been adversely impacted by the current recession and earlier economic events, causing unemployment rates to soar past 9% (with segments of the population approaching 50% unemployment). The economic effect of a local vibrant energy efficiency retrofits market (that has good paying jobs as its nexus) will be augmented by an increase in local spending power as energy savings are realized.

The total budget for this proposal is approximately \$698 million, including local leverage. The Office of Management and Budget reports that one job is created or retained for every \$92,000 in stimulus funds. Based on this assumption, the project will generate or retain almost 7,600 jobs during the project period, creating the workforce and infrastructure for long-term program sustainability.

Name/Organization:	George Edgar, WECC
Title:	Principle Investigator WE2 Project Director
Education and Training:	<ul style="list-style-type: none"> ▪ University of Wisconsin Law School, Juris Doctor, 1975 ▪ University of Virginia, BS, Government and Foreign Affairs, 1969
Professional Experience:	<p>Wisconsin Energy Conservation Corporation, WE2 Project Director 1999 to Present</p> <ul style="list-style-type: none"> ▪ Develop innovative policies and new initiatives for WECC ▪ Provide consulting services on energy policy and demand-side management/energy efficiency issues to a variety of clients, including investor-owned and municipal utilities, state regulatory commissions, consumer and environmental groups and national energy efficiency entities such as Lawrence Berkeley Labs (LBL) and the American Council for an Energy-Efficient Economy(ACEEE) <p>Wisconsin Energy Conservation Corporation, Executive Director 1991 to 1999</p> <ul style="list-style-type: none"> ▪ Responsible for oversight of all of WECC projects and services as well as budget, personnel, accounting and other administrative functions ▪ Primary contact for business development including preparation of responses to requests for proposals and negotiation of multi-party projects and contracts ▪ Provided consulting services on energy policy and demand-side management/energy conservation issues to a variety of clients, including investor-owned and municipal utilities, state regulatory commissions including California and Vermont, consumer and environmental groups and worked with national energy efficiency organizations ▪ Developed energy efficiency program designs and oversaw delivery and administration of WECC energy efficiency programs as well as established a residential customer loan program with Fannie Mae <p>Boardman, Suhr, Curry & Field Law Office, Partner 1989 to 1991</p> <ul style="list-style-type: none"> ▪ Main area of practice was energy and environment practice, primarily for municipal electric utilities ▪ Represented large industrial gas users at the Federal Energy Regulatory Commission (FERC) and commercial contract work for private businesses
Synergistic Activities:	<ul style="list-style-type: none"> ▪ Responsible for the development/co-development of program design and oversight of implementation of more than 5 community-based energy efficiency programs in Wisconsin and Iowa, especially for direct design and implementation of a three year project in New London, Wisconsin, a member of Wisconsin Public Power Inc., that covered residential, commercial, industrial and public buildings and involved the use of on-bill financing. The projects sought to use financing and non-incentive approaches to increase energy efficiency penetration. The New London project in particular required working successfully with multiple parties over an extended time frame. ▪ Developed program designs and implementation strategies and oversaw implementation of Wisconsin Power & Light Company's residential energy efficiency programs pursuant to a competitive competition won by WECC, which entailed achieving a stretch goal established by the Wisconsin PSC over a three year period to earn a specific performance bonus. WECC earned the full bonus for each of the three years. This project involved contracting and successfully working with multiple parties.

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- Headed a multi-party team competitively selected by the California Public Utilities (CPUC) and was primary author of two reports on the characteristics of a workable, competitive energy efficiency markets for large commercial and industrial customers and the impact of utility programs on those markets, and an evaluation of the effectiveness of Demand-Side Management (DSM) bidding as a regulatory strategy covering all energy efficiency market sectors.
 - Acted as co-chair (with utility co-chairs) of Technical Advisory and Energy Efficiency work groups of the Governor's recent Global Warming Task Force involving multi-party collaboration with diverse stake holders to develop energy efficiency policy recommendations across all markets sectors and to model the anticipated impacts of those and other recommendations in terms of energy saved, emission reduced and economic impacts.
 - Lead author and evaluator of a multi-party team that evaluated and prepared a report for the New Jersey Public Utilities Board and Public Service Electric & Gas (New Jersey) on PSE&G's "Standard Offer" program for commercial and industrial customers with recommendations for improvements.

Name/Organization:	Alicia De Barreno, WECC
Title:	Project Manager
Education and Training:	<ul style="list-style-type: none"> ▪ Universidad Rafael Landívar de Quetzaltenango, General Studies, 1995 ▪ Universidad de San Carlos, Quetzaltenango, General Studies, 1995 ▪ Course work Madison Area Technical College, General Studies, 1993
Professional Experience:	<p>Wisconsin Energy Conservation Corporation, Project Manager 2007 to Present</p> <ul style="list-style-type: none"> ▪ Develop program work plans that outline the timeline and deliverables for each targeted community and work to ensure those accountable for deliverable stay on track and on task. Develop approaches in the pilot programs that test which approach incentive levels and outreach tactics best increase uptake in the program. Assist in annual planning for the pilot and at the end of each program year, evaluate the program results and make recommendations for changes to the Homes Program Manager and technical team. Ensure pilot programs are coordinated with energy advocate programs and other initiatives within the territory or community; participate on pilot cross functional teams as needed. Coordinate with administrative staff to ensure the scheduling and other logistics for the program are in place and running properly <p>Wisconsin Energy Conservation Corporation, Homes Program Coordinator 2007 to 2009</p> <ul style="list-style-type: none"> ▪ Organize and maintain all program materials, including computer and paper files. Maintain participant lists and other databases of relevant, track-able information. Run and create queries as requested by Program Manager. Process payment for invoices and incentives. Assist with compilation and organization of information, additional research, and report writing. Schedule internal and external meetings and arrange for facilities and other logistics (e.g., equipment, catering, travel arrangements, etc.). Responsible for contact with both customers and consultants regarding rewards and program specifics. Staff booths at different events throughout the state <p>Wisconsin Energy Conservation Corporation, Home Performance with ENERGY STAR Program Assistant 2007</p> <ul style="list-style-type: none"> ▪ Process payment for invoices and incentives. Organize and maintain all program materials, including computer and paper files
Synergistic Activities:	<p>Professional Program activities:</p> <ul style="list-style-type: none"> ▪ Home Performance with ENERGY STAR ▪ Wisconsin ENERGY STAR Homes ▪ Rental Housing Energy Evaluation Program ▪ Mobile Homes Pilot Project

Name/Organization:	Bob Pfeiffer, WECC
Title:	Project Manager
Education and Training:	<ul style="list-style-type: none"> ▪ Course work Wisconsin-Stevens Point, General Studies, 1967-1971 ▪ RESNET Certified Rater ▪ BPI Certified Building Analyst
Professional Experience:	<p>Wisconsin Energy Conservation Corporation, Project Manager 2005 to Present</p> <ul style="list-style-type: none"> ▪ Project Manager (2005- present). Provide technical support, develop and implement policies for Home Performance with ENERGY STAR. Lead on Mobile Home Duct Sealing Pilot Project <p>Pfeiffer's Energy Services, Owner 1979 to Present</p> <ul style="list-style-type: none"> ▪ Owner. Whole-house energy diagnostics and shell retrofits, developed a niche market assisting homeowners with their energy retrofit projects by supplying hands-on technical advice, materials, equipment, and labor ▪ Outreach Coordinator (2002-2005). Sub-contracted with Focus on Energy's Wisconsin Home Performance with ENERGY STAR program to provide in-field training, recruitment, and technical support to consultants and trade allies <p>Coulee Region Community Action Program, Crew Leader 1979 to 2002</p> <ul style="list-style-type: none"> ▪ Process payment for invoices and incentives. Organize and maintain all program materials, including computer and paper files
Synergistic Activities:	<ul style="list-style-type: none"> ▪ Trainer: Wisconsin Low-Income Weatherization Assistance Program Boot Camp, a 5-day intensive interactive field and classroom session for 20 new employees. On-going 2008, 2009. Assisted in developing props and demonstrations for hands-on learning. ▪ Lead Trainer: Mobile Home Weatherization, a 4-day interactive field and classroom session, 2004. Two more sessions planned for October 2009. ▪ Member Tech Team (1995-1998), a select group of weatherization professionals tasked with developing diagnostic procedures for low-income weatherization program. ▪ Presenter: "Behind the Walls," an interactive demonstration of advanced retrofit techniques at the Midwest Renewable Energy Association Fair (MREA). June 20-21, 2009.

Name/Organization:	Gregory Nahn, WECC
Title:	Lead Trainer
Education and Training:	<ul style="list-style-type: none"> ▪ University of Wisconsin-Madison, Post Graduate (2-year MS equivalent), Land Resources/Energy Analysis and Policy, 1997 ▪ University of Wisconsin-Madison, BS, Geology/Environmental Studies, 1994 ▪ Certified Rater ▪ Certified Rater Trainer ▪ Certified Quality Assurance Designee ▪ RESNET Board of Directors ▪ Certified Building Analyst ▪ Certified Building Envelope Specialist ▪ Certified Residential Trainer ▪ Certified Exam Proctor
Professional Experience:	<p>Wisconsin Energy Conservation Corporation, Lead Trainer 1997 to Present</p> <ul style="list-style-type: none"> ▪ Responsible for curriculum development/ modification and the delivery of Building performance training including BPI and RESNET training, advanced building diagnostics and best practice work scope development and implementation. Co-delivered over 16 highly rated and successful Building Performance training in support of Midwest clients and programs. Additionally, responsible for Focus on Energy's Single Family Homes Programs' Quality Assurance and Control process for Residential ratings – RESNET Quality Assurance Designee. Program Contact, LEED for Homes Provider (2008–present): Primary contact for USGBC's LEED for Homes Program. Responsible for providing technical and administrative support to projects pursuing LEED for Home certification ▪ Program Manager, Wisconsin ENERGY STAR Homes (2002–2007): Managed Wisconsin's award winning residential new construction program - responsible for program development, planning, research (including basement moisture, residential ventilation, and exterior duct leakage research) budget, marketing, staff and success ▪ Technical Coordinator, Wisconsin ENERGY STAR Homes Program (2000–2002): Coordinated the development of an independent rater/consultant infrastructure to deliver program services. Responsible for the technical proficiency of consultants and the development/review of program performance standards ▪ Program Coordinator, Residential Programs (1997–2000): Rater and Rater Trainer coordinator for Wisconsin's Home Energy Rating Program <p>Residential Construction and Remodeling 1988 to 1998</p> <ul style="list-style-type: none"> ▪ Employed in light construction, remodeling and maintenance for a property management company. Responsible for the implementation of both interior and exterior retrofit and remodeling work in multi-unit buildings.
Synergistic Activities:	<p>Affordable Comfort Institute:</p> <ul style="list-style-type: none"> ▪ July 2007 ACI Summit - Moving Existing Homes Toward Carbon Neutrality ▪ Affordable Comfort Institute Pre-Conference Sessions: <ul style="list-style-type: none"> ○ April 2008- Deep Energy Retrofits: Moving toward Carbon Neutrality ○ April 2009 – The Devils in the Details: Super insulating Existing Homes Walls

Name/Organization:	Greg Nettleton, WECC
Title:	Single Family Homes QA/QC Coordinator
Education and Training:	<ul style="list-style-type: none"> ▪ <i>Grinnell College, BA, Anthropology, 1999</i> ▪ Energy Auditor Certification (Wisconsin Low-Income Weatherization Assistance Program), 2004 ▪ Home Inspection Course, Madison Area Technical College, 2005 ▪ Building Analyst Course, Saturn Resource Management, 2007 ▪ Midwest Renewable Energy Association Solar Site Assessor Course, 2007 ▪ HERS Rater, 2008 ▪ State of Wisconsin Weatherization Assistance Program Specific Training: <ul style="list-style-type: none"> ○ Lead (Pb) Safe Worker, 2003 ○ Basic Energy Auditor Training, Rick Karg, 2004 ○ Combustion Safety & Ventilation Issues for Acceptable Indoor Air Quality, 2004 ○ Diagnosing High Efficiency Heating Systems, 2004 ○ ASHRAE 62.2 Update Workshop, 2005 ○ Final Inspection Training, 2006 ○ On the Job Mold Training, 2007 ○ Final Inspection Training, 2007 ○ Basic Heating Assessment, 2007 ○ Asbestos Awareness Training, 2007 NEAT/MHEA Training for Experienced Auditors, 2007 Weatherization Technical Exchange Fair, 2004, 2006, 2008
Professional Experience:	<p>Wisconsin Energy Conservation Corporation, Single Family Homes QA/QC Coordinator 2008 to Present</p> <ul style="list-style-type: none"> ▪ Provide quality assurance, review REMRate computer modeling, provide on-site inspections and diagnostic testing of homes built or improved through the program ▪ Led a 3-person team to provide staff support to the Green Team initiative. This included planning <p>Project Home, Inc., Residential Energy Appraiser 2002 to 2008</p> <ul style="list-style-type: none"> ▪ Perform energy audits, final inspections of complete weatherization jobs, and computerized modeling of homes, report data in State of Wisconsin WISWAP job completion database ▪ Weatherization Crew Leader (2003-2004). Supervise a crew and perform energy improvement work on single- and multi-family housing ▪ Weatherization Crew Person (2002-2003). Perform energy improvement work on single- and multi-family housing
Synergistic Activities:	<p>Memberships:</p> <ul style="list-style-type: none"> ▪ Midwest Renewable Energy Association ▪ Citizens Utility Board

Name/Organization:	Mark Mathews, WECC
Title:	Director of Information Technology
Education and Training:	<ul style="list-style-type: none"> ▪ Concordia University, BA, Management and Communications, 1989 ▪ Blackhawk Technical College, Associates Degree, Data Processing, 1983
Professional Experience:	<p>Wisconsin Energy Conservation Corporation, Director of Information Technology 2008 to Present</p> <ul style="list-style-type: none"> ▪ Developed WECC's IT Strategic Plan and introduced several key technologies, as well as the replacement of most of WECC's IT infrastructure ▪ Key role in managing client relations and IT related projects <p>LaserTech, Inc., Manager of Information Technology/Acting General Manager 2007 to 2008</p> <ul style="list-style-type: none"> ▪ Leader of small executive team and manager over a small IT staff doing cutting edge software and web development in the Print and Mail Industry ▪ Oversaw several process improvement efforts, including ERP implementation and SAS70 certification <p>Summit Credit Union, Vice President – Information Technology 2005 to 2007</p> <ul style="list-style-type: none"> ▪ Stabilized the IT infrastructure, introducing and deploying leading edge technologies and methodologies, such as virtualization, disk-to-disk backups ▪ Developed IT Strategic Plan, incorporating multiple corporate priorities and aggressive objectives, expanding our systems capabilities and footprint ▪ Renegotiated vendor contracts, bundling services creating significant cost-savings ▪ Improved the IT departments' position within the organization, improving internal customer service, planning, and prioritization ▪ Reorganized and strengthened department, creating efficiencies while making difficult personnel decisions with limited resources <p>City of Janesville, Director of Information Technology 2002 to 2005</p> <ul style="list-style-type: none"> ▪ Developed IT Strategic Plan including ERP strategy (still actively in use) ▪ Architect for website developing a powerful tool for citizens to navigate/inquire ▪ Rebuilt the IT Team and their credibility and capabilities ▪ Deployed innovative, cutting edge technologies, such as GIS, and VoIP over a wireless point-to-point network, creating significant cost savings ▪ A part of the senior management team, reporting to the City Manager
Synergistic Activities:	<ul style="list-style-type: none"> ▪ N/A

Name/Organization:	Sue Hanson, WECC
Title:	Energy Efficiency Programs Consultant
Education and Training:	<ul style="list-style-type: none"> ▪ Upper Iowa University, BS, Business Administration, 2003 ▪ Madison Area Technical College, AD, Marketing, 1992
Professional Experience:	<p>Wisconsin Energy Conservation Corporation, Energy Efficiency Programs Consultant 2007 to Present</p> <ul style="list-style-type: none"> ▪ Monitor trends in both energy efficiency and renewable energy programs and technologies. Manage projects with focus in the utility industry. Manage both qualitative and quantitative data collection and analysis projects ▪ Senior Program Manager, Single Family Homes (2007-2009). Lead Focus on Energy's Single Family Homes Programs , which included creating pilot programs, managing and continuously improving existing programs, and tracking achievements to ensure the meeting of accountabilities. Additionally, facilitated long-term program planning, the development and ongoing evolution of program standards and protocols, and identified market research and development needs <p>Energy Insights, Research Manager 2003 to 2007</p> <ul style="list-style-type: none"> ▪ Managed custom market research projects for electric and gas utilities, manufacturers, and government organizations. Engaged in responding to project RFP's, developed and tracked project budgets, and worked as part of a team to allocate staff. Contributed to the development of Energy Insights' Renewable Energy Strategic Service and Distributed Energy Strategic Service through active business development engagements (onsite customer visits, conference attendance, presentations, etc.), and through conducting both primary and secondary research, assembling information, and pulling it all together into concise, cohesive reports <p>Opinion Dynamics Corporation, Project Manager 2000 to 2003</p> <ul style="list-style-type: none"> ▪ Coordinated research projects design, data collection instruments, and tracking systems for a variety of clients including those in the electric and gas industry, government organizations, and public institutions. Prepared materials for response to project RFPs, work with survey lab to determine staffing requirements on a project by project basis. Key project work focused on the management and analysis of energy efficiency and customer satisfaction studies
Synergistic Activities:	<p>Memberships</p> <ul style="list-style-type: none"> ▪ Association of Energy Service Professionals ▪ Efficiency First <p>Select Presentations</p> <ul style="list-style-type: none"> ▪ "Building Consumer Demand for HPwES"— Gleaning Best Practices: What is Working?" ACI 2009 Home Performance with ENERGY STAR Symposium panel, April 27-30, 2009. Kansas City, MO. ▪ "Focus on Energy's Home Performance with ENERGY STAR." NASEO Webinar, September 25, 2008. ▪ "On a Crash Course?: How Two Programs Avoid a Market Collision and Work Together." 2008 ACEEE Summer Study on Energy Efficiency in Building Conference Proceedings. Pacific Grove, CA.

Name/Organization:	Percy Brown, City of Madison
Title:	Manager, Office of Economic Revitalization
Education and Training:	<ul style="list-style-type: none"> University of Wisconsin-Madison, MS, Science and Urban/Regional Planning
Professional Experience:	<p>City of Madison, Manager, Office of Economic Revitalization 1979 to Present</p> <ul style="list-style-type: none"> Responsible for managing a variety of housing loan programs including owner-occupied and rental rehabilitation loans; homebuyer's assistance loans, and down payment assistance loans for first time home buyers; the Tax-Exempt Revenue Bond Program, the Commercial Façade Improvement Grant Program; and economic and redevelopment initiatives of the CDA Staffs the CDS in his capacity as Deputy Executive Director of the CDA
Synergistic Activities:	<ul style="list-style-type: none"> N/A

Name/Organization:	William Clingan, City of Madison
Title:	Community Development Division Director
Education and Training:	<ul style="list-style-type: none"> ▪ Master of Public Administration, 1980 ▪ Graduate credits in Adult Education ▪ BS, Science in Education, 1977
Professional Experience:	<p>City of Madison, Community Development Division 2008 to Present</p> <p>State of Wisconsin Division Administrator for Work Force Solutions/Family Support 2004 to 2008</p> <p>MMSD School Board 2002 to 2005</p> <p>State of Wisconsin Division Administrator for Unemployment Insurance 2003 to 2004</p> <p>Dane County Community Resources Planner 1997 to 2003</p> <p>Dane County Employment and Training Coordinator 1994 to 1997</p>
Synergistic Activities:	<ul style="list-style-type: none"> ▪ N/A

Name/Organization:	Nancy Dungan, City of Madison
Title:	Grants Administrator
Education and Training:	<ul style="list-style-type: none"> University of Wisconsin-Madison, BA, Political Science, 1981
Professional Experience:	<p>City of Madison, Grant Administrator 1996 to Present</p> <ul style="list-style-type: none"> Responsible for managing federally-funded community development contracts, including review of initial applications, contract writing, and contract oversight. Focus areas include property acquisitions and improvements, rehab loan programs, neighborhood development strategies, community gardens, and service programs for low and moderate income families Initiated energy conservation strategies for residential and facility rehab loan programs funded through the Community Development Office. Responsible for oversight and implementation of projects funded under Neighborhood Improvement program including assisting neighborhood groups with selection of priority projects and implementation plan; negotiating contracts and securing necessary City approvals; and oversight of implementation of projects Also responsible for the development and management of systems to ensure compliance with federal regulations regarding environmental reviews for all HUD-funded projects <p>Community Housing and Services, Executive Director 1990 to 1996</p> <ul style="list-style-type: none"> Responsible for management of not-for-profit single-room-occupancy (SRO) housing agency including program development, financial and personnel management, property management and housing rental operations, fund development, planning, and community relations Major accomplishments included implementation of major improvements to both financial and operational systems, collaborative program design and coordination with area shelter and transitional housing providers, planning and implementation of major physical improvements to the facility, and leadership for a planning effort expand the facility to develop additional 30 units of SRO housing <p>Self-Employed, Private Consultant 1985 to 1988</p> <ul style="list-style-type: none"> Provided private consulting to not-for-profit agencies on a variety of issues including development of transitional living programs, public policy strategy for state-wide sexual assault network, program evaluation for domestic violence agencies, and grant reviewer for U.S. DHHS
Synergistic Activities:	<ul style="list-style-type: none"> Board Member, Dane Fund Chair, Dane County Emergency Shelter Network Board Member, Common Wealth Development Board Member, Wisconsin Women's Network

Name/Organization:	Terri Goldbin, City of Madison
Title:	Housing Rehabilitation Specialist
Education and Training:	<ul style="list-style-type: none"> ▪ University of Wisconsin-Whitewater, BA, Finance, 1982 ▪ Madison Area Technical College, Associates in Applied Science, 1992
Professional Experience:	<p>City of Madison, House Rehabilitation Specialist 2003 to Present</p> <ul style="list-style-type: none"> ▪ Administration and underwriting for the City housing loan programs. ▪ Promotion of first-time home ownership ▪ Maintain effective working relationships with mortgage lenders, other real estate professionals, loan customers, and other City co-workers ▪ Year-end billing of expenses of approximately \$750,000 to the appropriate capital accounts ▪ Monitor the Unit's capital and operating budgets ▪ Board Member on the Realtor's Association Housing Foundation Board a 501 (c)(3) corporation ▪ President of the Home Buyers Round Table of Dane County, Inc. a 501 (c)(3) <p>City of Madison, Program Assistant 1989 to 2003</p> <ul style="list-style-type: none"> ▪ Prepare and monitor a \$1.1 million operating budget ▪ Assist in capital budget preparation and monitoring ▪ Time sheet data entry for payroll and billing purposes ▪ Year-end billing of expenses of approximately \$450,000 ▪ Gather and analyze data ▪ Process all purchasing requests ▪ Process payment requests to pay vendors <p>Knutson Mortgage Corporation, Underwriter 1986 to 1988</p> <ul style="list-style-type: none"> ▪ Underwrite VA, FHA and Conventional loans following the appropriate Program Guidelines ▪ Analysis of loan file credit package to determine whether borrowers are an acceptable credit risk ▪ Analysis of appraisal to determine if value is properly documented and supported. ▪ Cross verify information to determine accuracy of data ▪ Communicate with Branch Personnel on general and technical questions. ▪ Communicate with Branch Personnel on specific loans, regarding any problems or additional information needed
Synergistic Activities:	<ul style="list-style-type: none"> ▪ N/A

Name/Organization:	Jean Hoffman, City of Madison
Title:	Facilities and Sustainability Manager
Education and Training:	<ul style="list-style-type: none"> ▪ N/A
Professional Experience:	<p>City of Madison, Facilities and Sustainability Manager 2007 to Present</p> <ul style="list-style-type: none"> ▪ My team of two architects and two mechanical engineers manage many city remodeling and new construction projects including space planning and concept design, design development, schematic design, development of plans and specifications, public works bidding, construction administration. All projects are developed to use the most energy efficient lighting, plumbing and HVAC systems. We have developed a building standard for energy efficiency. All new construction must be LEED ▪ Staff the City committee on Sustainability and work to develop plans, policies and programs for the City and community around sustainability. This includes development of internal policies, engaging the community in campaigns to lower energy and carbon, and assist policymakers in updating ordinances that lead toward sustainability <p>City of Madison, Mayoral Assistant to Mayor Dave Cieslewicz 2003 to 2007</p> <ul style="list-style-type: none"> ▪ Planning: Comprehensive Planning, Intergovernmental Agreements, Urban Service Area Amendments, Regional Planning Commission, Neighborhood and Special Area Plans, Zoning, Planned Unit Developments, Conditional Use, Plan Commission, Urban Design Districts, and Inspection ▪ Development: Affordable Housing, CDBG/HOME Funds, Inclusionary Zoning, Public Housing, Section 8, Tax Incremental Financing, Redevelopment Districts, Capital Revolving Funds, and Housing Bonds ▪ Air Quality: Dane County Clean Air Coalition, Ground Level Ozone, Carbon Reduction, and Fine Particulates. Water Quality: Stormwater Discharge, Infiltration, Removal of Suspended Solids, Phosphate and Salt in Surface Waters, Groundwater, Rain Gardens, Rain Barrels, Leaf Collection, Street Sweeping, and Recycling Programs ▪ Energy: LEED Certification, Natural Step Process, Renewable Energy Sources for City Facilities, Energy Use of City Facilities, and Transmission Lines. ▪ Transportation: Metropolitan Planning Organization, Wisconsin Department of Transportation, Locally-Funded Road Projects, Road Maintenance, Bicycle and Pedestrian Planning and Infrastructure, Traffic Calming, Traffic Engineering, Metro Transit, Commuter Rail, and Streetcars ▪ Public Works: Snow-Plowing, Refuse Pick-up, Fleet services, Parking Utility, Parks including Open Space Planning and Acquisition, and Community Gardens
Synergistic Activities:	<ul style="list-style-type: none"> ▪ N/A

Name/Organization:	Mathew Mikolajewski, City of Madison
Title:	Office of Business Resources Manager
Education and Training:	<ul style="list-style-type: none"> ▪ University of Wisconsin-Milwaukee, Master of Urban Planning, 2002 ▪ University of Wisconsin – Madison, BS, Natural Resources and Department of Landscape Architecture, 1999 ▪ University of Wisconsin – Madison, Undergraduate Certificate, Institute for Environmental Studies, 1999 ▪ National Development Council <ul style="list-style-type: none"> ○ Completed the following courses: "Economic Development Finance" (July 2006), "Business Credit Analysis" (March 2008), and "Real Estate Finance" (April 2009).
Professional Experience:	<p>City of Madison, Office of Business Resources Manager 2007 to Present</p> <p>Wauwatosa Economic Development Corporation, Executive Director 2005 to 2007</p> <p>University of Wisconsin – Milwaukee, Adjunct Assistant Professor Fall 2005 and 2006</p> <p>Village of Elm Grove, Assistant Planner 2002 to 2004</p> <p>Village of Elm Grove, Intern 2002</p>
Synergistic Activities:	<ul style="list-style-type: none"> ▪ N/A

Name/Organization:	Agustin Olvera, City of Madison
Title:	Housing Operations Division Director
Education and Training:	<ul style="list-style-type: none"> ▪ University of Illinois, MA, Urban Planning, 1983 ▪ University of Iowa, BA, Social Work, 1975
Professional Experience:	<p>City of Madison, Housing Operations Division Director 2002 to Present</p> <ul style="list-style-type: none"> ▪ Duties – Director of 54 staff in the provision of Housing Assistance to low-income residents. Supervisor of 6 managers involved in the administration of almost 900 public Housing Units and 1600 Vouchers payments to private landlords. Direct management of \$14 million annual budget and property valued at \$57 million. As the Director, duties include the preparation of annual program budgets, monthly monitoring and reporting of program efforts and financial statements to Board of Directors, program and financial reports to funding sources including the U.S Department of Housing and Urban Development, Wisconsin Housing and Economic Development Administration, and the U.S. Department of Health and Human Services. Grant writing and administration. Personnel administration including hiring, firing, disciplinary actions, and union grievances. Liaison to Federal and State officials, City Council and Committees, and other Housing Agencies <p>Dane County, Administrative Analyst/Grants Coordinator 1995 to 2001</p> <ul style="list-style-type: none"> ▪ Duties -Identify grant opportunities and coordinate grant writing activity among County departments as needed. Provide assistance to requesting departments in the preparation and writing of grant applications to state, federal and private funding sources. Monitor proposed federal and state legislation and review with relevant departmental staff. Determine potential programmatic and fiscal impacts with recommendations for support or opposition. Assist in the preparation of the annual budget, through review of departmental revenue and expenditure projections. Work on special projects as assigned by the Department of Administration or the County Executive's Office, including presentations and briefings as needed to the County Executive, County Board of Supervisors, the Director of Administration, Department Heads, County Board Committees and Commissions <p>City of Madison, Construction and Maintenance Supervisor/Grants Administrator 1990 to 1995</p> <ul style="list-style-type: none"> ▪ Duties – director over 22 staff in the maintenance of almost 900 units of public housing valued at over \$57 million. Authorship and administration of public works and resident services program grants. The major rehabilitation of housing ranging from single family homes to 10 story hi-rises. Award of over \$10 million in grants. Grants administration including fiscal oversight, narrative and financial reporting, writing contracts for professional services and major construction projects. Maintain effective communications through oral and written presentations to residents, city officials, and HUD representatives
Synergistic Activities:	<ul style="list-style-type: none"> ▪ Instructor at University of Wisconsin East Asian Law Studies Minhang Project-Shanghai, China June 2009 ▪ Certificate in Public Housing Authority Accounting and Budgeting from Casterline and Associates June 2003 ▪ Certified Public Housing Manager, from the National Association of Housing and Redevelopment Officials June 2002

Name/Organization:	Pamela Rood, City of Madison
Title:	Grants Administrator
Education and Training:	<ul style="list-style-type: none"> University of Wisconsin-Madison, BA, Sociology and Social Welfare, 1990
Professional Experience:	<p>City of Madison, Grants Development Supervisor 2009 to Present</p> <ul style="list-style-type: none"> Manage an office that administers approximately \$11 million of federal, state and local funds on an annual basis. Duties include: <ul style="list-style-type: none"> Administer and monitor funds to ensure compliance with federal, state and local funding regulations. Oversee the funding allocation process to approximately 40 non-profit agencies. Supervise 9 staff. Develop annual work plans and funding guidelines. Submit outcome reports to the U.S. Department of Housing and Urban Development on an annual basis. Develop systems to ensure efficiency and effectiveness. Negotiate and write contracts. Work with Alders and a volunteer committee to carry out the Community Development Office goals and objectives. <p>City of Madison, Grants Administrator Coordinator 1995 to 2001</p> <ul style="list-style-type: none"> Developed, negotiated and managed federally-funded community development contracts that focused on business development, employment and training, neighborhoods and service programs for low and moderate income families. Evaluated potential funding applications and participated in the bi-annual funding allocation process Developed and implemented a federally funded downpayment assistance program which included developing a marketing plan and budget as well as provided public presentations to educate the community about the program Represented the City of Madison on the Home Buyers Round Table Board of Directors and the Dane County Foreclosure Steering Committee
Synergistic Activities:	<ul style="list-style-type: none"> N/A

Name/Organization:	Andrew Statz, City of Madison
Title:	Fiscal Efficiency Auditor
Education and Training:	<ul style="list-style-type: none"> ▪ University of Wisconsin-Milwaukee, Master in Urban Planning, 1998 <ul style="list-style-type: none"> ○ Elected to the Academic Honor Society of Phi Kappa Phi based on academic excellence, integrity of character and leadership. Annual recipient of the American Institute of Certified Planners (AICP) Award for exceptional academic performance. ▪ University of Wisconsin-Madison, BA, 1992
Professional Experience:	<p>City of Madison, Fiscal Efficiency Auditor 2005 to Present</p> <ul style="list-style-type: none"> ▪ Responsible for identifying benchmarks, monitoring various indicators and measures, conducting policy research and program reviews, engaging in budget and fiscal issues, implementing <i>The Natural Step</i> sustainability framework, and summarizing survey results ▪ Project manager for the <i>Neighborhood Indicators</i> program that provides timely data used to assess the health and wellbeing of Madison's neighborhoods. ▪ Compiling and updating <i>Madison Measures</i>, which is an annual collection of over 100 city agency performance measures that are incorporated into the executive budget ▪ Identifying sustainability goals for the development a 2,500 acre area called the Northeast Neighborhoods <p>City of Madison, Executive Policy and Budget Analyst - Senior 2003 to 2005</p> <ul style="list-style-type: none"> ▪ Responsible for formulating recommendations to the Governor and other high-level decision makers regarding proposed legislation, program administration, agency budget requests, and amendments and vetoes to biennial budget bills ▪ Developed two biennial budgets for the Department of Natural Resources and other conservation agencies, the Department of Tourism, and the Department of Financial Institutions ▪ Developed three biennial budgets for the Office of Justice Assistance, the District Attorney program, and the Department of Justice. Also restructured the distribution of the penalty assessment surcharge to ensure the most effective allocation of resources <p>City of Madison, Enterprise Performance Evaluation Analyst 2001 to 2003</p> <ul style="list-style-type: none"> ▪ Responsible for analyzing and evaluating programs, systems and policies on an enterprise-wide basis. Provided oral and written recommendations to department secretaries and upper management ▪ Accomplishments include a programmatic review of several divisions in the Department of Commerce that resulted in the agency's submission of a reorganization plan to the Department of Administration
Synergistic Activities:	<ul style="list-style-type: none"> ▪ N/A

Name/Organization:	Larry Studesville, City of Madison
Title:	Interim Director
Education and Training:	<ul style="list-style-type: none"> University of Michigan, Executive Utility Development Program – Graduate School of Business WP&L Mid-manager Development Program – Business Administration, 1973 University of Wisconsin-Madison, Classes in Mechanical Design and Liberal Studies
Professional Experience:	<p>City of Madison, Interim Director</p> <ul style="list-style-type: none"> Responsible for overall general management, policy recommendations, budget, and community education and outreach regarding civil rights policies, equal opportunities and people with disabilities rights. <p>Greater Madison Chamber of Commerce, Interim Director of Marketing and Membership</p> <ul style="list-style-type: none"> Responsible for operational direction of staff and programs which included membership sales and retention, membership relationship management, marketing strategies, and fund development for programs not supported by membership dues <p>WI Department of Workforce Development, Executive Assistant & Administrative Services Division Administrator</p> <ul style="list-style-type: none"> Political appointments made by three Governors. DWD is a \$2 billion benefits payout agency with 2,000 employees for Workers Compensation claims, Equal Rights Discrimination claims, Unemployment Insurance claims, Vocational Rehabilitation Jobs and Employment, Worker Training and Child Support Services. As Executive Assistant, my responsibility included external departmental political/business and legislature relations with state and federal legislative representatives. As Administrator, Administrative Services Division (ASD), directed a division of 335 employees and managed all business functions including Finance, Budget and Planning, General Facilities Services, Human Resources, Office of Project Management, and Information Technology. Division operational budget was \$38 million/year <p>MSB Energy Associates, Senior Associate for Business Development</p> <ul style="list-style-type: none"> Responsible for developing marketing business plans for increasing consulting services in the , identifying new market segments and developing marketing programs for natural gas aggregation, electric efficiency programs and energy policy support for low income energy consumers and organizations. Customer base was national <p>First Power LLC, Managing Operating Partner and President</p> <ul style="list-style-type: none"> Start-up energy services company developing competitive penetration into Michigan's pilot deregulation market. Responsible for developing customer engagement opportunities, hiring and training staff, sales, corporate administration and energy services customer care strategies and policies. Product and services included natural gas, electricity, energy conservation commercial PLANERGY, CHICAGO, IL Midwest Operations, Vice President and Director: Responsible for business development of start-up operation with a seven-state territory for this nationally known demand-side energy service company <p>Wisconsin Power and Light Company (Now Alliant Energy), Vice President of Gas</p> <ul style="list-style-type: none"> Recruited from UW-Madison in senior year to participate in WP&L's Management Cadet Program and progressed to Purchasing Buyer III and II, Consumer Services Residential Specialist, Customer Relations Administrator, Local Manager, District Manager, Manager of Customer Services, General Manager Sales, General Manager Sales and Marketing, and Vice President Gas(Heartland Energy

	<p>deregulated market wholly-owned WPL subsidiary)</p> <ul style="list-style-type: none"> ▪ Managed seven district operations in northern Wisconsin with a staff complement of 650 and operating budget of over \$100 million Restructured 350-person sales and customer services organization and re-engineered customer service delivery processes for energy efficiency projects, shared savings projects and rate applications for energy demand efficiencies (residential, agricultural, public buildings, commercial and industrial markets) ▪ Develop an innovative liaison with the UW MBA Program Marketing Department whereby the department offered a credited sales management course to 30 WP&L sales managers. Guest Lecturer to MBA Program regarding energy conservation finance strategies for utilities and industrial audits and rate audits
Synergistic Activities:	<ul style="list-style-type: none"> ▪ Madison Financial Education Community Friends Board ▪ Board of Directors – North American Tool Company (1986 – Present) ▪ City of Madison Water Utility Board Commissioner (2002 – 2006) ▪ American Diabetes Association – Dane County Board (2004 – 2006) ▪ Wisconsin Association of Black State Employees (2000 – 2007)

Name/Organization:	Suzanne Hanson, City of Milwaukee
Title:	Operations Manager
Education and Training:	<ul style="list-style-type: none"> ▪ University of Wisconsin-Green Bay, BS, Environmental Science, 1984 ▪ Licenses: <ul style="list-style-type: none"> ○ UDC – Construction Inspector Certification ○ UDC – HVAC Inspector Certification ○ POWTS Inspector Certification ○ Commercial Building Inspector Certification
Professional Experience:	<p>City of Milwaukee, Operations Manager 2002 to Present</p> <ul style="list-style-type: none"> ▪ Assists with daily operations, supervises employees, creates and implements policies and procedures to guarantee effective and efficient performance ▪ Oversees development and implementation of new business practices designed to provide high-quality customer service ▪ Works with other city departments and officials to solve department permitting problems across departmental lines and identify opportunities for service improvement <p>City of Milwaukee, Assistant Plan Examination Supervisor 1999 to 2004</p> <ul style="list-style-type: none"> ▪ Position originally created to assist Plan Examination manager and to oversee day to day operations of the plan examination section. In 1999 I was transferred to the Development Center Team, which was created to improve service delivery of permitting functions, emphasizing customer service <p>City of Milwaukee, Zoning Specialist 1993 to 1999</p> <ul style="list-style-type: none"> ▪ Assists the Building Inspection Department in its efforts to enforce the city's zoning and land use ordinances ▪ Prepares written reports, represents the Department on various Boards and Commissions and presents testimony at hearings
Synergistic Activities:	<ul style="list-style-type: none"> ▪ N/A

Name/Organization:	Erick Shambarger, City of Milwaukee
Title:	City Economist/Environmental Policy Director
Education and Training:	<ul style="list-style-type: none"> ▪ LaFollette School of Public Affairs, Master of Public Affairs, Certificate of Energy Analysis and Policy, 2002 ▪ Marquette University, BA, Social Philosophy and Writing-Intensive English 2000
Professional Experience:	<p>City of Milwaukee, City Economist/Environmental Policy Director 2002 to Present</p> <ul style="list-style-type: none"> ▪ Currently administering the City's \$5.8 million Energy Efficiency Block Grant application ▪ Led a 3-person team to provide staff support to the Green Team initiative. This included planning working group meetings, drafting and editing the final report, and developing the Green Team website, http://www.city.milwaukee.gov/greenteam ▪ Coordinate the Mayor's Accountability in Management (AIM) initiative. AIM is the City of Milwaukee's performance management system for regularly reviewing and improving departmental performance, initiative implementation, and project management. This program was detailed in the October 2007 issue of Government Finance Review ▪ Administered the city's \$1 million Energy Challenge Fund capital account to identify and implement cost effective energy efficiency projects ▪ Developed a new stormwater fee on impervious surface, implemented in 2006. ▪ Convened meetings with the City and County to find solutions to the pollution problem on Bradford Beach that resulted in County correcting faulty stormwater outfalls ▪ Currently serving on the City of Milwaukee Recycling Task Force. ▪ Analyzed departmental budgets including Sewer Maintenance Fund, Employee Relations, DPW-Operations, Water Works, DPW-Administration, Port of Milwaukee, and Mayor's Office ▪ Regularly monitor and forecast the city's energy consumption and costs. ▪ Developed an interactive budget exercise to gather public input on the city budget <p>Energy Center of Wisconsin, Intern 2001</p> <ul style="list-style-type: none"> ▪ Assisted with market research for the State's Public Benefits program
Synergistic Activities:	<ul style="list-style-type: none"> ▪ Future Milwaukee leadership development program, 2005 ▪ Varsity Wrestling, Marquette University, Milwaukee, WI, 1996-2000 ▪ Award for Outstanding Leadership in Community Service, MU Division of Student Affairs, 1999

Name/Organization:	Andrea Luecke, City of Milwaukee
Title:	Project Manager
Education and Training:	<ul style="list-style-type: none"> ▪ University of Wisconsin-Milwaukee, MS, Nonprofit Management and Leadership, Expected 05/10 ▪ University of Minnesota – Twin Cities, BA, Cultural Studies and Comparative Literature, 1998
Professional Experience:	<p>City of Milwaukee, Project Manager 2008 to Present</p> <ul style="list-style-type: none"> ▪ Chief Manager for City of Milwaukee's solar energy program, funded by two U.S. Department of Energy Solar America Cities grants. The grants intend to make solar energy cost competitive and mainstream by 2015 through market transformational activities at the local level. ▪ Grants Management and Program Design: <ul style="list-style-type: none"> ○ Responsible for \$2.9 million budget ○ Leveraged over \$1.5 million in cash-match and in-kind match to support continued program activities ○ Designed scope of work and wrote all solar program grant materials ○ Wrote requests for proposals and all U.S. Department of Energy Progress Reports ○ Researched, analyzed, and recommended city solar projects and created implementation budgets ○ Assisted in designing scope and managing Milwaukee's \$5.84 million EECBG entitlement grant and \$75 million EECBG Retro-fit Ramp-up ▪ Leadership and Personnel Management: <ul style="list-style-type: none"> ○ Led committee of partner institutions including Johnson Controls, Focus on Energy, We Energies, Midwest Renewable Energy Association, Milwaukee Area Technical College and University of Wisconsin Milwaukee, Milwaukee Area Workforce Development, Milwaukee 7, Office of Energy Independence, etc. ○ Worked closely with senior government officials, including federal, state, and local key players ○ Convened Milwaukee Metro Solar Hot Water Business Council, hosted workshops and training events ○ Drafted and presented legislation and communications to the City of Milwaukee's Common Council ○ Managed the activities and performance of four interns and numerous contractors ○ Contracted site assessors, technical support and "solar coach" through City's procurement process ○ Assisted contractor in writing feasibility study for solar products manufacturing in Milwaukee ○ Evaluated proposals for Department of City Development as a member of the technical review committee ▪ Public Relations and Marketing: <ul style="list-style-type: none"> ○ Wrote talking points and speeches for Milwaukee Mayor Tom Barrett as well as press releases ○ Represented City of Milwaukee in public speaking engagements including local public radio, WISN TV, podcast interview, two IREC publications, local newsletters, newspapers, numerous events and conferences ○ Designed and wrote content for website www.milwaukeeeshines.com and designed graphic exhibit display

	<p>United States Peace Corps, Small Business Development Consultant 2005 to 2007</p> <ul style="list-style-type: none"> ▪ Managed small enterprise activities at women's cooperative and association. Consulted Moroccan Ministry and local community in developing sustainable policies and capacity building projects for marginalized Moroccans ▪ Designed, wrote and managed implementation of USAID funded community-initiated artisan project. The long-term results included artisan independence and empowerment; improved organizational techniques; and an increased capacity to personally assess needs, write grants, accomplish objectives and communicate in diverse environments for the beneficiaries ▪ Taught rural women basic business, organizational, accounting, computer, marketing and English skills, resulting in increased leadership, oral communication skills, and technical skills such as curriculum development and instruction. ▪ Trained new volunteers on work-place integration strategies and community needs assessments ▪ Chief designer and implementer for a new local sales venue construction project. Activities included securing financing, interior construction design, monitoring and evaluation plan, and others ▪ Created online and print marketing materials, increasing artisans' market access and diversification ▪ Researched and educated stakeholders on laws, 'fair trade' practices, and market trends for artisan goods
<p>Synergistic Activities:</p>	<ul style="list-style-type: none"> ▪ Consulted start-up 501(c)(3) organization. Conducted industry research and facilitated planning and logistics for international (African) distribution of surplus medical supplies. Initiated and coordinated expeditious delivery and distribution of medical equipment to treat Hurricane Katrina victims. (2005) ▪ Conducted extensive feasibility study on the potential for a local Panamanian community to partner with an NGO to supply overseas medical research and pharmaceutical industry with snake venom. (2005) ▪ Facilitated downtown Phoenix urban revitalization project. Assisted in project design and the planning, implementation and oversight of various public community events to raise funds and promote the socio-economic development of an under-privileged neighborhood. Managed volunteer activities. (2001-2005) ▪ Spent one year in Mexico for University of Minnesota Spanish language immersion program. (1995) ▪ Spent one year in Ecuador for University of Minnesota "<i>Minnesota Studies in International Development</i>" internship. Worked with a rural Andean cooperative to achieve community development initiatives and conducted extensive research resulting in ethnographic documentation of several villages. (1997)

Name/Organization:	Richard M. Jones, City of Racine
Title:	Commissioner of Public Works
Education and Training:	<ul style="list-style-type: none"> ▪ University of Wisconsin, B.S. Environmental Studies ,1978 ▪ University of Wisconsin ,B.S. Civil and Environmental Engineering, 1980 ▪ Marquette University, M. S. Civil Engineering. 1990
Professional Experience:	<p>City of Racine, Commissioner of Public Works 1993 to Present</p> <p>City of Racine, Assistant Commissioner of Public Works 1986 to 1993</p> <p>City of Racine Water and Wastewater Utility, Staff Engineer 1980 to 1986</p>
Synergistic Activities:	<ul style="list-style-type: none"> ▪ President Transportation Development Association of Wisconsin ▪ Past President and current member of Wisconsin Secretary of Transportation Local Roads and Streets Council ▪ Member National Society of Professional Engineers ▪ Member American Public Works Association ▪ Member American Water Works Association

Name/Organization:	Joel Rogers, Center on Wisconsin Strategy
Title:	Director
Education and Training:	<ul style="list-style-type: none"> ▪ Yale College, BA, Divisional IV Major in Economics, Politics and Philosophy, 1972, Yale Law School, JD 1976 ▪ Princeton University, MA, Department of Politics, 1978 ▪ Princeton University, PhD, Department of Politics, 1984
Professional Experience:	<ul style="list-style-type: none"> ▪ Appointments: <ul style="list-style-type: none"> ○ University of Wisconsin-Madison, Professor of Law, Political Science, Public Affairs, and Sociology, 2008-present ○ Professor of Law, Political Science, and Sociology October 1991-present; ○ Professor of Law and Sociology, July 1990-present ○ Associate Professor of Law and Sociology, July 1988-June 1990 ○ Assistant Professor of Law and Sociology, September 1987-June 1988 ○ University of Miami, Associate Professor of Law, September 1986-June 1987 ○ Rutgers University-Newark, Assistant Professor of Political Science, Law, and Management, July 1984-June 1986 ○ Adjunct Assistant Professor of Political Science, Law, and Management 1980-June 1984 ○ Princeton University, Department of Politics, Lecturer, 1978-79 ○ Assistant in Instruction, 1977-78, 1979 ○ Yale University, Department of Political Science, Lecturer, 1975
Synergistic Activities:	<ul style="list-style-type: none"> ▪ Co-founder, first chair, and current board member of Apollo Alliance ▪ (www.apolloalliance.org), the largest labor-social justice-environmental-business clean energy advocacy effort in the country. ▪ Co-founder and director of Mayors Innovation Project (www.mayorsinnovation.org), a policy learning network of top executive leadership in ~60 cities. ▪ Director of the Center for State Innovation (www.stateinnovation.org), a source of evidence-based progressive policy ideas and technical assistance for elected state executives (Governors, Treasurers, Secretaries of State, etc.) in about 40 states. ▪ Cofounded and board member of the Emerald Cities Collaborative (www.emeraldcities.us), an effort to "green" our urban areas in equitable ways, starting with comprehensive retrofits of their building stock. ▪ Cofounder and advisory board member of EARN (Economic Analysis Research Network, www.earncentral.org), now in about 40 states.

Name/Organization:	James Irwin, Center on Wisconsin Strategy (COWS)
Title:	Senior Associate
Education and Training:	<ul style="list-style-type: none"> ▪ Brown University, BA, Political Economy of Development, 2004 ▪ Institut d'études politiques (SciencesPo), Diplôme du Programme international, Paris, France, 2003
Professional Experience:	<p>Center on Wisconsin Strategy, Senior Associate 2009 to Present</p> <ul style="list-style-type: none"> ▪ Work to implement Milwaukee Energy Efficiency (Me2) program by convening elected leaders, government officials, unions, and community groups ▪ Work with City of Racine to implement Retrofit Racine, a PACE energy efficiency program ▪ Coordinate the Milwaukee Emerald Cities Partnership, a group including the Mayor, unions, and high-road businesses, aimed at creating good green jobs through promoting energy efficiency retrofits. ▪ Administer the Efficiency Cities Network, a group of over 200 city governments, nonprofits, and businesses. Develop webinars and recruit speakers to facilitate knowledge-sharing among the Network <p>McGinn for Mayor, Strategic Advisor 2009 to 2009</p> <ul style="list-style-type: none"> ▪ Draft field plan for successful primary and general election campaigns. ▪ Emphasized social media outreach, phonebanking, and high-impact events. ▪ Train field director and organizing team for all-volunteer campaign. Won primary, and general election despite being outspent 3.5:1 <p>Sierra Club Cascade Chapter, Conservation Program Manager 2009 to 2009</p> <ul style="list-style-type: none"> ▪ Recruit, train, and organize Sierra Club volunteers and leaders to win conservation victories and build organizational strength; develop strategy, targeting, and tactics for campaigns ▪ Work with volunteer leaders and committees to track and analyze conservation issues ▪ Led coalition team to pass first in nation home energy efficiency standard state bill, using new online organizing techniques and building a broad coalition of supporters
Synergistic Activities:	<ul style="list-style-type: none"> ▪ At COWS, work closely with Mayors, their staff, high-road businesses, unions, and community groups in cities around the country on comprehensive city-scale energy efficiency programs. Through the Emerald Cities Partnership, work with Mayors of Atlanta, Cleveland, Los Angeles, Milwaukee, Minneapolis, NYC, Oakland, Portland, Providence, San Francisco, St. Paul, and Seattle on implementing high-road economic development strategies focused on energy efficiency retrofits. ▪ Work with the Mayor of Milwaukee, his staff, and other elected officials on ME2 project. Work with Mayor and officials in Racine on Retrofit Racine. Through coordination of Efficiency Cities Network, reach over 200 cities, agencies, nonprofits, and businesses working on energy efficiency programs. ▪ Worked with Washington State Legislators, businesses, trade organizations, unions, environmental groups, public health organizations, and others to pass first-in-the-nation Energy Efficiency standards bill. Lead field team that reached key constituents and decisionmakers.

Applicant Name: Wisconsin Energy Conservation Corporation

Award Number: _____

Budget Information - Non Construction Programs

OMB Approval No. 0348-0044

Section A - Budget Summary

Grant Program Function or Activity	Catalog of Federal Domestic Assistance Number	Estimated Unobligated Funds		New or Revised Budget		Total
		Federal	Non-Federal	Federal	Non-Federal	
(a)	(b)	(c)	(d)	(e)	(f)	(g)
1. Home Retrofits				\$10,510,746	\$103,170,900	\$113,681,646
2.						\$0
3.						\$0
4.						\$0
5. Totals		\$0	\$0	\$10,510,746	\$103,170,900	\$113,681,646

Section B - Budget Categories

Object Class Categories	Grant Program, Function or Activity				Total (5)
	(1)	(2)	(3)	(4)	
a. Personnel		\$2,181,126			\$2,181,126
b. Fringe Benefits		\$654,338			\$654,338
c. Travel		\$47,000			\$47,000
d. Equipment		\$80,000			\$80,000
e. Supplies		\$0			\$0
f. Contractual		\$109,409,233			\$109,409,233
g. Construction		\$0			\$0
h. Other		\$350,254			\$350,254
i. Total Direct Charges (sum of 6a-6h)		\$112,721,951	\$0	\$0	\$112,721,951
j. Indirect Charges		\$959,695			\$959,695
k. Totals (sum of 6i-6j)		\$113,681,646	\$0	\$0	\$113,681,646
7. Program Income					\$0

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Section C - Non-Federal Resources

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals
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8. Home Retrofits		\$0	\$4,350,000	\$71,779,000	\$76,129,000
9.					\$0
10.					\$0
11.					\$0
12. Total (sum of lines 8 - 11)		\$0	\$4,350,000	\$71,779,000	\$76,129,000
Section D - Forecasted Cash Needs					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th quarter
13. Federal	\$2,200,000	\$550,000	\$550,000	\$550,000	\$550,000
14. Non-Federal	\$4,455,500	\$1,113,875	\$1,113,875	\$1,113,875	\$1,113,875
15. Total (sum of lines 13 and 14)	\$6,655,500	\$1,663,875	\$1,663,875	\$1,663,875	\$1,663,875

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project

	(a) Grant Program	Future Funding Periods (Years)			
		(b) First	(c) Second	(d) Third	(e) Fourth
16. Home Retrofits		\$2,200,000	\$4,200,000	\$4,200,000	
17.					
18.					
19.					
20. Total (sum of lines 16-19)		\$2,200,000	\$4,200,000	\$4,200,000	\$0

Section F - Other Budget Information

21. Direct Charges	22. Indirect Charges	The indirect costs shown in the budget submission are associated with general WECC
23. Remarks		

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Instructions for the SF-424A

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General Instructions

This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require budgets to be separately shown by function or activity. For other

For continuing grant program applications, submit these forms before the end of each funding period as required by the grantor agency. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in

programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the later case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.

Section A. Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a single Federal grant program (Federal Domestic Assistance Catalog number) and **not requiring** a functional or activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a single program requiring budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in Column (a) and the respective catalog number on each line in Column (b).

For applications pertaining to multiple programs where one or more programs require a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.

Lines 1-4, Columns (c) through (g)

For new applications, leave Columns (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

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Section C. Non-Federal Resources

Lines 8-11—Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.

Column (a)—Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

Column (b)—Enter the contribution to be made by the applicant.

Column (c)—Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.

Column (d)—Enter the amount of cash and in-kind contributions to be made from all other sources.

Columns (e) and (f).

For supplemental grants and changes to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).

Line 5—Show the totals for all columns used.

Section B. Budget Categories

In the column headings (a) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1-4, Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

Lines 6a-i—Show the totals of Lines 6a to 6h in each column.

Line 6j—Show the amount of indirect cost.

Line 6k—Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

Line 7—Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the federal grantor agency in determining the total amount of the grant.

Section E. Budget Estimates of Federal Funds Needed for Balance of the Project

Lines 16-19—Enter in Column (a) the same grant program titles shown in Column

(a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing grants. If more than four lines are needed to list the program titles, submit additional schedules as necessary.

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Line 20—Enter the total for each of the Columns (b)-(e). When additional schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.

Column (e)—Enter totals of Columns (b), (c), and (d).

Line 12—Enter the total for each of Columns (b)-(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f) Section A.

Section D. Forecasted Cash Needs

Line 13—Enter the amount of cash needed by quarter from the grantor agency during the first year.

Line 14—Enter the amount of cash from all other sources needed by quarter during the first year.

Line 15—Enter the totals of amounts on Lines 13 and 14.

Section F. Other Budget Information

Line 21—Use this space to explain amounts for individual direct object-class cost categories that may appear to be out of the ordinary or to explain the details as required by the Federal grantor agency.

Line 22—Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.

Line 23—Provide any other explanations or comments deemed necessary.

Applicant Name: Wisconsin Energy Conservation Corporation

Award Number: _____

Budget Information - Non Construction Programs**Section A - Budget Summary**

OMB Approval No. 0348-0044

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		Total (g)
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	
1. Commercial and Industrial				\$53,455,583	\$169,215,002	\$222,670,585
2.						\$0
3.						\$0
4.						\$0
5. Totals		\$0	\$0	\$53,455,583	\$169,215,002	\$222,670,585

Section B - Budget Categories

6. Object Class Categories	Grant Program, Function or Activity				Total (5)
	(1)	(2)	(3)	(4)	
a. Personnel	\$1,111,509				\$1,111,509
b. Fringe Benefits	\$333,453				\$333,453
c. Travel	\$64,000				\$64,000
d. Equipment	\$127,500				\$127,500
e. Supplies	\$0				\$0
f. Contractual	\$220,504,159				\$220,504,159
g. Construction	\$0				\$0
h. Other	\$40,900				\$40,900
i. Total Direct Charges (sum of 6a-6h)	\$222,181,521	\$0		\$0	\$222,181,521
j. Indirect Charges	\$489,064				\$489,064
k. Totals (sum of 6i-6j)	\$222,670,585	\$0	\$0	\$0	\$222,670,585
7. Program Income					\$0

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Section C - Non-Federal Resources

(a) Grant Program

(b) Applicant

(c) State

(d) Other Sources

(e) Totals

8.				\$9,900,000	\$159,315,002		\$169,215,002
9.							\$0
10.							\$0
11.							\$0
12.	Total (sum of lines 8 - 11)		\$0	\$9,900,000	\$159,315,002		\$169,215,002
Section D - Forecasted Cash Needs							
13.	Federal	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th quarter	
		\$16,860,000	\$420,000	\$420,000	\$420,000		\$420,000
14.	Non-Federal		\$13,517,918	\$13,517,918	\$13,517,918		\$13,517,918
15.	Total (sum of lines 13 and 14)	\$70,931,670	\$13,937,918	\$13,937,918	\$13,937,918		\$13,937,918

Section E - Budget Estimates of Federal Funds Needed for Balance of the Project

	(a) Grant Program	Future Funding Periods (Years)			
		(b) First	(c) Second	(d) Third	(e) Fourth
16.	Commercial and Industrial	\$16,860,000	\$21,340,000	\$16,500,000	
17.					
18.					
19.					
20.	Total (sum of lines 16-19)	\$16,860,000	\$21,340,000	\$16,500,000	\$0

Section F - Other Budget Information

21. Direct Charges	22. Indirect Charges	The indirect costs shown in the budget submission are associated with
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23. Remarks

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Instructions for the SF-424A

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General Instructions

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For continuing grant program applications, submit these forms before the end of each funding period as required by the grantor agency. Enter in Column (a) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (c) and (d) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in

programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the later case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines 8-4 of Section B.

Section A. Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a single Federal grant program (Federal Domestic Assistance Catalog number) and not requiring a functional or activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a single program requiring budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in Column (a) and the respective catalog number on each line in Column (b).

For applications pertaining to multiple programs where one or more programs require a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.

Lines 1-4, Columns (c) through (g)

For new applications, leave Columns (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

Columns (e) and (f).

For supplemental grants and changes to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).

Line 5—Show the totals for all columns used.

Section B. Budget Categories

In the column headings (a) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1-4, Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

Lines 6a-1—Show the totals of Lines 6a to 6h in each column.

Line 6f—Show the amount of indirect cost.

Line 6k—Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k, should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

Line 7—Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the federal grantor agency in determining the total amount of the grant.

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Section C. Non-Federal Resources

Lines 8-11—Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.

Column (a)—Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

Column (b)—Enter the contribution to be made by the applicant.

Column (c)—Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.

Column (d)—Enter the amount of cash and in-kind contributions to be made from all other sources.

Section E. Budget Estimates of Federal Funds Needed for Balance of the Project

Lines 16-19—Enter in Column (a) the same grant program titles shown in Column

(a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing grants. If more than four lines are needed to list the program titles, submit additional schedules as necessary.

Line 20—Enter the total for each of the Columns (b)-(e). When additional schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.

Column (e)—Enter totals of Columns (b), (c), and (d).

Section F: Other Budget Information

Line 12—Enter the total for each of Columns (b)–(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f) Section A.

Line 21—Use this space to explain amounts for individual direct object-class cost categories that may appear to be out of the ordinary or to explain the details as required by the Federal grantor agency.

Section D: Forecasted Cash Needs

Line 13—Enter the amount of cash needed by quarter from the grantor agency during the first year.

Line 22—Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.

Line 14—Enter the amount of cash from all other sources needed by quarter during the first year.

Line 23—Provide any other explanations or comments deemed necessary.

Line 15—Enter the totals of amounts on Lines 13 and 14.

Previous Edition Issued

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SF-424 (Rev. 4/92)
Prescribed by OMB Circular A-102

The Cities of Milwaukee, Madison and Racine (Partner Cities) have assembled a diverse and dynamic project team to create the Wisconsin Energy Efficiency Project (WE²), an innovative strategy aimed at transforming energy efficiency retrofit markets, building sustainable demand for green jobs, and providing a model in other communities. The WE² Project approach builds on existing energy efficiency efforts within the State of Wisconsin and the green economy leadership of the Partnering Cities. Many project partners and supporters, including state agencies, academic institutions, workforce development organizations, businesses and associations will contribute to the project by: 1) providing marketing and outreach support as well as analytical resources to optimize delivery, 2) deliberately widening opportunities for the unemployed (pursuant to an historic Community Workforce Agreement requiring responsible contractors, quality training, career pathways, and local hiring preferences), and 3) providing leveraged funding to increase the project's impacts.

The Cities have authorized Wisconsin Energy Conservation Corporation (WECC), a non-governmental, non-profit organization, based in Madison to act on their behalf as the applicant for a \$65 million grant award to the WE² Project from the U.S. Department of Energy. WECC will play a critical role in implementing the proposed programs, building on 30 years of experience in designing and administering energy efficiency programs in Wisconsin and many other states. George R. Edgar, Director of Policy at WECC, will be the Project Director.

The primary objectives of the WE² Project are to allow residents and businesses in the Partner Cities to reduce their energy costs, reduce greenhouse gas emissions and stimulate the local and area economy creating new jobs. The Project approach is to mitigate both supply and demand-side barriers to transform existing markets. Residential customers in targeted neighborhoods will be offered the opportunity to be assisted in having qualified energy auditors assess their homes for cost-effective comprehensive energy efficiency building shell or major equipment improvements, having qualified contractors perform the work, and financing those improvements using the Property Assessed Clean Energy (PACE) model. Community-based marketing and outreach will be used in the targeted areas to attract participation. The Project is designed to serve at least 14,200 homes together in Milwaukee and Madison and is estimated to save an approximately \$12 million in utility bills and 10,035 million metric tons of CO₂ over the 3 year grant period and the subsequent 3 years.

The business part of the WE² Project will use an enhanced performance contracting approach for medium to larger size businesses and an innovative revolving loan fund approach for smaller business to make it easier and more affordable for these businesses to pursue energy efficiency retrofit savings opportunities. An important means to achieve this goal for medium to larger businesses will be one-time grants to allow whole building retrofits to realize positive cash flow in the first year, through interest rate-buy-downs, partially-paid for energy audits, free Measurement & Verification services for the customer for 3 years and retro-commissioning services to insure that all projects result in improved building operations. This program is designed to improve the energy efficiency of 96,000,000 square feet of buildings, result in \$41 million in reduced utility bills and reduce greenhouse gas emissions by 2,628,655 million metric tons of CO₂ over the 3 year grant period and the subsequent 3 years. Total project spending, including grant and leverage, is estimated to create or retain approximately 7,600 new jobs.